

CORDAID

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OVERVIEW OF RESULTS

Cordaid in 2022

€238.5 million funds raised (2021: €237 million)
283,421 individual donors (2021: 283,000)

507 funding and implementing partners (2021: 623)

235 projects in implementation phase (2021: 266)

12.3 million people reached through our healthcare support (2021: 17.2 million)

433,351 people reached with educational projects (2021: 700,000)

185,152 people with improved security and access to justice (2021: 739,000)

771,536 people with improved livelihoods (2021: 1 million)

680,529 people supported with humanitarian assistance (2021: 1.1 million)

951,699 people reached through COVID-19 awareness raising and prevention activities (2021: 834,000)

€4.3 million spent on fundraising (2021: €5.5 million)

€9.5 million management and administrative expenses (€9.9 million)

Operated in 35 countries and worked with 8 Country Offices and 4 Cluster Offices worldwide with €227.1 million (2021: €226,2 million) spent directly on projects

1,324 staff members (2021: 1,380)

1 office in the Netherlands with 132 staff members (2021: 178)

MESSAGE FROM THE CEO

This is my first Annual Report message as the new CEO of Cordaid. I started on 1 October 2023, and I feel privileged to work for this wonderful and professional organisation, deeply rooted in Dutch society. I step into the shoes of Kees Zevenbergen, who has put his heart and soul into Cordaid's mission and organisation for seven years. Kees took his leave on 1 July 2023, and we are very grateful for his commitment and dedication to Cordaid. Now it is my turn, together with my colleagues and with pivotal support from Cordaid's institutional and private relations, to make the world more equitable.

In 2022, Cordaid continued to work in fragile and conflict-affected areas, offering support to people who are most affected. We launched our new strategy 'Compass for an Equitable Future', in which we emphasise the value of locally-led development and the role of system strengthening herein. Consequently, we revised our business and revenue model, including a redesign of Cordaid's organisational set-up.

We worked amid acceleration to reach the Sustainable Development Goals (SDGs) in 2030, the massive earthquakes in Turkey and Syria and a full-blown war in Ukraine, right at the borders of the European Union. This added to the complexity of the challenges resulting from the COVID-19 pandemic and tested the abilities and willingness of the international community to support the most vulnerable situations worldwide. The spillover effects of the war in Ukraine disrupted, among others, the global food system, which is already being undermined by the ongoing climate crisis. Afghanistan suffered four decades of conflict and the Taliban regime announced towards the end of 2022 severe restrictions for female staff working with international and national non-governmental organisations, including Cordaid.

Despite these obstacles, we were able to provide humanitarian support in 2022 to our implementing partners in Ukraine and Afghanistan. And we managed to improve the lives of many through our projects on healthcare, education, justice and sustainable livelihoods. Exemplary of our health system strengthening work, which we implement at scale, is our results-based financing programmes in Ethiopia. We are proud to have successfully handed over our work in Latin America to the newly established non-governmental organisation Conexión. The integration with ICCO, effected on 1 January 2021, was further deepened, reaping the benefits of our combined strengths.

Despite our programmatic results, the year 2022 was also a very challenging year for Cordaid, as our operational capabilities were stretched. We needed to further professionalise our internal controls and risk management, increase the quality of income, and reorganise, i.e., scale down our Global Office in The Hague to enhance the overall effectiveness and efficiency of our organisation. Despite these efforts, the organisation's financial health is still not yet at the level we aspire to. Our financial health as well as our operational standards and capacity will be a key priority in 2024. Continuous change has become one of Cordaid's constants in the pursuit of boosting organisational resilience.

This 2022 Annual Report provides an insight into our aspirations and challenges and offers an overview of our results. I am grateful for the continued support of our Dutch public and institutional donors, the partnerships with peers and (knowledge) institutions, and the highly committed professionals that work for our organisation to deliver positive impact in the lives of people in fragile situations.

Heleen van den Berg, CEO as of October, 1st 2023

THE WORLD AROUND US

Our world faces different global crises that are increasingly interlinked. They strongly affect societies and deepen the divides between people. The war in Ukraine, natural disasters in Turkey and Syria, drought and food insecurity in the Horn of Africa, conflicts around the globe (e.g., in DR Congo and Myanmar) add to existing climate and health crises, social and economic inequalities, and forced migration at an unprecedented scale. They all expose the fragility and interdependence within our world.

Despite the worrying situation in many parts of the world, Cordaid continued to work with its partners in 2022 to ensure a dignified life for as many people as possible. The United Nations' 2030 Agenda for Sustainable Development, with the 17 Sustainable Development Goals, remains our long-term objective. Even more so, as the global community is seriously off track in its overarching goal of 'reaching those furthest left behind first' whilst respecting planetary boundaries.

A dignified life for all can only be achieved when power balance is restored, including the voice and agency of the people, and when policies and interventions respond to systemic challenges. COVID-19 showed us a welcome resilience of systems and people in the global south and taught us to appreciate the value of the term 'global community'. It became clearer than ever that we need one another to face the challenges at hand. Hence the pledges for international solidarity and cooperation urge us to embrace the shifting-the-power-movement (especially the decolonisation of aid) that impacts the way we look at the work of the sector in general.

Populist forces in the global north opposing international solidarity do not promise a conducive environment; at the same time, progressive Western governments shaping their policies and actions on feminist principles give us a glimpse of hope.

Shared challenges bind people worldwide

The global COVID-19 pandemic has profoundly altered life as we knew it. While digital connection has become the norm for many, ever larger segments of societies – especially women, rural communities, and the urban poor – are grappling with even greater exclusion. COVID-19 enhanced digitalisation and the sharing of real-time data has become instrumental to non-institutionalised structures such as national and global movements. However, fake news is also increasingly used by geo-political powers and movements to alienate people from each other.

Widening social and economic inequalities are particularly pronounced in the fragile settings Cordaid works in. As authoritarian regimes consolidate their power in response to growing uncertainty, civic space is becoming even more restricted. Addressing land degradation, biodiversity loss and the climate crisis has a profound impact on those who depend on land for their survival, and it contributes to entrenched poverty, displacement, and feeds conflict.

Tackling the drivers of these deep-rooted challenges requires both visionaries, as well as inclusive governance structures that can ensure a fair and sustainable allocation of limited resources, while also holding all actors – public, private, and civil society – accountable for building a more sustainable future for people and planet. Responding to the complexity of all the above and more, Cordaid joins peers in the sector by reflecting on its role and added value.

Afghanistan: What if women are suddenly no longer allowed to work?

On Christmas Eve 2022, the Taliban introduced another ban. Afghan women were suddenly no longer allowed to work for development organisations. How does one deal with this as an international organisation? Kees Zevenbergen: "It is a big dilemma between staying true to one's deepest value of

equality and the sacred duty to keep helping those in need. When the work ban for women was announced we decided to pause all our humanitarian activities in solidarity with our Afghan female colleagues. Cordaid cannot provide adequate help without female colleagues in a country where direct public contact between men and women is not allowed. We are doing everything we can to continue to pay Afghan colleagues who are forced to stay at home. We do not know how long we will keep that up. But it's a matter of decency. And of resistance."

Postscript 2023: Cordaid has found a way to continue projects despite the ban. In some cases, female staff are able to work in the project villages, but they mostly work from home. We continue to talk to Taliban authorities at various levels and hope for an imminent relaxation of restrictions.

OUR VISION AND MISSION

Many countries are caught up in a spiralling storm of natural- and human-made crises. In these fragile settings, disadvantaged populations suffer the most. We stand with those whose basic needs are unmet and whose rights are trampled by injustice. Together with communities, partners and civil society, we support those populations by mobilising global networks, resources and knowledge. In doing so, we contribute to people moving beyond mere survival and towards a life of dignity.

Our vision

We believe in a world where people can break through barriers of poverty and exclusion, and influence decisions that affect them. A world with an economy not driven by greed and growth, but by inclusivity, social justice, and gender equality. We believe all humans are one family, and see the earth, with all its resources, as our common home.

Our Mission

We operate in the fragile and volatile settings where communities and governments alike struggle to absorb and mitigate economic, political, and environmental shocks and risks. And where many citizens lack access to even the most basic services, due to poverty or armed conflict.

We address these causes of fragility. We support local communities, service providers, and frontline aid workers in creating food security, offering healthcare and education, ensuring access to justice, and promoting gender equality. We empower people economically, facilitate jobs, and foster inclusive economic growth.

Our identity

We are an internationally operating, value-based development and humanitarian assistance organisation. We have emerged from the Dutch Protestant and Catholic traditions of fighting poverty and social injustice both in the Netherlands and worldwide. Christian social teachings on human dignity and the values of justice, compassion and care for the earth inspire and guide our work. Pope Francis' encyclicals *Laudato Si'*, *Fratelli Tutti* and the writings of the World Council of Churches are a source of inspiration calling for collective action on social justice and the universal common good.

We realise the binding potential of faith and recognise that the universal value of compassion is equally embraced by other religions. We participate in relevant networks, amongst which are faith-based ones (Caritas, CIDSE, and ACT Alliance), and we cooperate in our activities with partner organisations with whom we share common objectives and values. We work from the grassroot level to the national and global level. We reach out to people who want to realise a good life for all and want to act today.

Our values

Our operations are guided by four core values that articulate our intrinsic drive. They reflect our concern for human dignity and our compassion and care for the earth. These values are accountability, sustainability, respect, and diversity & inclusion.



Our Manifesto

Global crises increasingly challenge human co-existence.
 They rob millions of the right to live in dignity.
 Cordaid does not accept this world of growing inequality and exclusion.
 We are one human family.
 We all need one another to face and solve the challenges of our time.
 Like climate change.
 Or the covid pandemic.
 We believe in the power of an inclusive world.
 A world driven by social justice, sustainability, and gender equality.
 Together, across borders and divides, we can build that world.
 Our interdependence is what makes us human.
 Our shared fragility is our strength.
 By embracing it, we unlock the force of compassion.
 At Cordaid, we connect, and we act.
 We tap into this power of an equal world.
 To create real change, we bring communities, citizens, policymakers, public and private actors
 together.
 We make solidarity work.
 Let us protect the common good of people everywhere.
 Let us rise for equality.
 Together, we are stronger.

OUR STRATEGY: COMPASS FOR THE FUTURE

Cordaid is a double-mandated organisation focusing on sustainable development and humanitarian assistance. We work in and on fragility in some of the world's most conflict-torn and volatile areas. In the Netherlands, we invite citizens to support our international work and we engage with political duty bearers to address pressing global issues. We also support small-scale initiatives aimed at socially excluded groups, such as unhoused people, refugees and people in debt.

Strategic principles

Cordaid has identified two overarching strategic principles. They form the foundations of our vision for achieving equality and equity.

- **Locally-led development:** Recognising that Cordaid has a temporary presence in countries, locally-led development implies gradually but fundamentally changing Cordaid's role and that of the people we work with in all circumstances towards partnerships in which partners lead and Cordaid plays a facilitating, complementary and supportive role. This 'shifting and sharing of power' thus challenges the root causes of unequal power dynamics between global and local actors in development and humanitarian assistance work. For Cordaid, locally-led development means that stakeholders in countries of implementation are leading the decisions and actions that affect them.
- **System strengthening:** Well-functioning health, education, agri-food, market, and justice systems are essential to the development of people and society and are needed to build and retain peace in fragile and conflict-affected states. We do not build new systems but rather support improving existing systems in conjunction with line ministries, inspections, service deliverers (hospitals and schools for instance) and end-users. Cordaid is known for applying Results-Based Financing (RBF) methods that have proven to be truly effective in strengthening social service delivery systems.

Our thematic areas

Cordaid focuses on five thematic areas which are based on the fundamental needs of people living in fragile contexts, our track record, our expertise, and our funding potential:

- **Healthcare:** Cordaid works towards strengthened health systems that will contribute to universal health coverage.
- **Education:** Cordaid strengthens education systems to provide inclusive and equitable education to all.
- **Sustainable livelihoods:** Cordaid supports people to build sustainable livelihoods. We do this by strengthening climate resilient and inclusive food and market systems.
- **Security and justice:** Cordaid is aiming for peaceful societies and promotes inclusive peace processes, and responsive and accountable security and justice systems.
- **Humanitarian assistance:** Cordaid delivers humanitarian assistance to people affected by natural or human-inflicted disasters anywhere in the world.

Cross-cutting issues

Recognising major trends and developments in our global context, we strategically choose to embed four cross-cutting issues in everything that we do. Accounting for these issues makes the results in our thematic programmes more sustainable, deepens impact, and adds relevance.

- **Triple nexus:** We link relief and humanitarian assistance to rehabilitation, development, and peace.

- **Climate and environment:** We contribute to global goals on climate action and advocate for climate justice. Our effort is to reduce Cordaid's own carbon footprint and to compensate for our remaining carbon emissions.
- **Gender transformative action:** Our ambition is to ensure equal rights and opportunities for women, men, and non-binary people throughout our organisation and all our work.
- **Racial justice, diversity, and inclusion:** A world without racial justice can never be a just world. Diversity needs to be embraced and inclusion is essential to shift power.

Locally-led humanitarian assistance: "This makes us stronger"

Cordaid strives to change so that local humanitarian actors have a stronger role and more leadership, both in the design, the planning, and the implementation of responses. This is not only a matter of equitability; it also makes humanitarian assistance more effective and efficient.

What is the essence of locally-led development? We asked Hasan Hajar, from Cordaid's partner the Yemeni NGO Yamaan.

Hasan: "It's about equity and equality. For that, you need measurable indicators. For example, the number of local staff in senior management of INGO offices in Yemen. Currently, there are hardly any. Major decisions of INGOs in Yemen are made by foreigners, not by Yemenis. If INGOs take equality seriously, they need to do more than only mandating local NGOs with certain tasks. Treat them like true partners. Or take funding. Most international funding is allocated according to the themes and priorities of INGOs and international donors. It is not tailored to the local context. Projecting INGO frameworks on the local realities can be very sensitive, sometimes senseless."

Approaches

Cordaid bases its work on the following approaches:

We lobby and advocate

Both on the country and the international level, Cordaid is active in changing power structures to improve the position of the people we and our partner organisations represent. We do this often in networks and platforms for like-minded organisations. Some activities in 2022 were:

- Cordaid, together with Aidsfonds, KNCV and the ONE Campaign, handed a petition with 52,671 signatures to Dutch members of Parliament pleading for extra investments for the fight against malaria, HIV/aids, and tuberculosis.
- During the Climate March in Rotterdam a Cordaid team of private donors and employees made the plea to #FixtheFoodSystems. This message was brought by our partner FairClimateFund to the international climate conference COP27 in Sharm el-Sheikh, Egypt.
- Via the Just Future Alliance, the People's Coalition for the Sahel published an impressive [report](#) called "The Sahel: What Has Changed", which contained many recommendations for national and international policy makers.

We support civil society organisations

Cordaid is committed to fragile contexts that are characterised by fluidity and varying levels of capacities. For Cordaid and the partners we work with to be successful in programme implementation, (joint) fundraising, as well as lobby and advocacy, mutual learning and skills training are strengthened.

Our support focuses on two levels:

- Promoting a strong, legitimate, representative and well-equipped civil society;

- Strengthening the organisation (enhancing governance, financial and administrative standards, as well as fundraising and implementation skills).

Our NGO partners are equals. We closely collaborate with them in fundraising, planning and implementing interventions, and making results more sustainable.

We build partnerships

The challenges in our focus countries show that lasting solutions cannot be achieved without extensive collaboration with involved parties. Working in partnerships is essential and how we engage with others will increasingly shape our brand, reputation, legitimacy and credibility in the sector. In 2022 Cordaid started broadening its partnerships from policy and advocacy partnerships towards fundraising and implementation partnerships.

As in previous years, Cordaid was an active member of our faith-based networks Caritas, ACT Alliance, CIDSE, and Dutch based networks (Partos, KUNO, DRA, SHO). Additionally, in 2022 Cordaid participated in thematic networks such as ShareNet, Memisa Medicus Mundi, VOICE Humanitarian Platform, European Peacebuilding Liaison Office (EPLO), Civil Society Partnerships for Peace building and State building (CSPPS) and CSO Partnership for Effective Development Cooperation (CPDE) among others.

Strategic partnership: Just Future Alliance

The strategic partnership Just Future Alliance was established in 2021 for a period of 5 years and is funded by the Dutch Ministry of Foreign Affairs. The objective of this partnership is to strengthen the capacity of civil society to lobby and advocate for security, justice and inclusive decision-making and peace processes, and has a strong focus on leadership in the global south. In 2022, the 49.5 million Euro programme entered its full implementation phase. This led to promising results in terms of engagement of authorities, increased dialogue between service providers and communities, setting agendas and influencing policies and laws, and strengthening the voices of the most excluded: women, youth, internally displaced people (IDPs) and people with disabilities. People developed greater knowledge of their rights and had platforms to express their concerns and needs. At the same time, this strengthened the capacity of partners in lobby and advocacy. Read more about the partnership [here](#).

Sharing knowledge to boost innovation

Together with our partners, we initiate innovation projects which align with our programmes and foster knowledge development and sharing. One example is the Human Capital project in Ethiopia, launched in 2022 with support from our Knowledge and Innovation Fund. Out of the 21 districts in Jimma, where Cordaid has successfully been strengthening the healthcare system through performance-based financing since 2019, one district was selected to simultaneously pilot the same approach in primary schools. While incentivising equitable access to education of good quality, this project also aims to strengthen the links between the 54 schools and five health centres in the district. Health education in schools is promoted, as well as attention to menstrual and general hygiene, so that children can grow up to become healthy and well-educated adults.

Digitalisation

Digital technologies like data platforms and analytics, fintech and blockchain are changing food and health systems worldwide. One of Cordaid's relevant projects is the Smart Paper Technology (SPT) solution, which Cordaid adopted for Results-Based Financing (RBF) verification processes in a health project in Uganda. This replaces bulky, paper-based, data verification processes. SPT has so far


improved the quality of our health data in terms of completeness and correctness, access and transparency, and has made reporting easier and enhanced staff and health worker capacities.

Data-informed decision making

Cordaid is a data-informed organisation: we base our decisions, learnings, and innovations on solid evidence, collected and organised through digital tools and systems. We promote a culture of open data and transparency for the benefit of the people using open data following international standards, e.g. GDPR (General Data Protection Regulation) and IATI (International Aid Transparency Initiative), among others. To achieve this, about one third of the Country Offices were trained in digital data collection (i.e., Commcare), data analysis and visualisation. One of the outcomes of these trainings has been the improvement of RBF data collection for better data quality, resulting in faster invoicing.

WHERE WE WORK

On 31 December 2022, we operated in 35 countries with 8 Country Offices and 4 Cluster Offices. Our Cluster Offices provide the full range of services for several countries and Country Offices provide all relevant services in a single country.

■ Country Office
■ Clusters  To be confirmed
■ Phase-out office

Country/cluster	Number of people working	Themes	Total number of projects
Afghanistan	175	Healthcare Humanitarian Assistance Security and Justice Sustainable Livelihoods	20
Burundi	80	Education Healthcare Security and Justice Sustainable Livelihoods	9
Central African Republic	52	Healthcare	5
Democratic Republic of Congo	208	Education Healthcare Security and Justice	8
Ethiopia	133	Healthcare Humanitarian Assistance Education Sustainable Livelihoods	18
Iraq & Syria	16	Healthcare Security and Justice Sustainable Livelihoods	15
South Sudan	223	Healthcare Humanitarian Assistance Security and Justice Sustainable Livelihoods	23
Yemen	0	Humanitarian Assistance	4
Asia Cluster: Nepal, Bangladesh, Myanmar, Cambodia	124	Education Healthcare Humanitarian Assistance Sustainable Livelihoods	21
East and South Africa Cluster: Uganda, Rwanda, Kenya, Zimbabwe	80	Education Healthcare Humanitarian Assistance Sustainable Livelihoods	28
Latin America Cluster: Bolivia, Peru, Colombia, Costa Rica, Nicaragua, Guatemala, Honduras, El Salvador	26	Education Security and Justice Sustainable Livelihoods	54
West Africa Cluster: Mali, Niger, Burkina Faso, Senegal, Benin	75	Healthcare Humanitarian Assistance Security and Justice Sustainable Livelihoods	12
Global Office	132	Healthcare Security and Justice Humanitarian Assistance Sustainable Livelihoods	11
Lebanon	0	Humanitarian Assistance	1

Liberia	0	Healthcare	1
Sierra Leone	0	Healthcare Security and Justice Sustainable Livelihoods	3
Ukraine	0	Humanitarian Assistance	2
Total (Countries where we operated = 35)	1,324		235

Focus on fragile and conflict-affected countries

We focus our efforts on conflict-affected parts of the world that are high on the fragility index. We also consider the opportunities available in such countries to work on system strengthening in the areas of justice, health, education, and sustainable livelihoods. The robustness of our portfolio and track record in a country are other factors in implementing programmes together with local organisations and governments. As a result of these strategic choices, we have decided to withdraw from the Central African Republic, Sierra Leone, Liberia, Benin, Nepal, Cambodia, Myanmar, Iraq, Syria and Latin America between 2023 and 2025. In Latin America, Cordaid supports the transformation of the former ICCO Regional Office towards a new, independent international non-governmental organisation (INGO), called Conexión with 3 national NGOs in Bolivia, Colombia and Guatemala before the end of 2025. A similar localisation of programmes in a national NGO is being pursued in Nepal and Myanmar with Cordaid support. Cordaid will continue to provide humanitarian assistance in these and other countries when needed and called upon.

HEALTH CARE

In recognition of health as a human right, Cordaid's health strategy contributes to improved access to essential, quality health services for underserved people who need support the most. We work towards strengthened health systems which will contribute to universal health coverage, the basis for socio-economic development. In 2022, the COVID-19 pandemic continued to expose the huge inequities in health status and life expectancy across the world, which are unacceptable, harmful and risky.

Health care

Wherever and whenever we work on strengthened health systems, we apply a holistic approach. This implies that we are responsive to individual and societal needs in its full diversity by safeguarding access to quality healthcare for the most vulnerable and most at risk. We focus on large-scale assistance in collaboration with national and local governments and prominent donors, whereby we make systems work by generating inclusive access to quality services. The largest programmes include Results-Based Financing (RBF) and Global Fund programmes.

Given the health situation in the fragile countries we work in, in 2022 our health assistance particularly addressed the needs of women and girls as well as of those suffering from neglected diseases. Our approaches entailed the following:

- Strengthening the health system through RBF. RBF provides financial incentives to health facilities based on performance to increase the utilisation and quality of essential health services, improve transparency and accountability and improve data reliability for more evidence-based decision-making.
- Address healthcare needs from widespread diseases such as HIV/AIDS, tuberculosis and malaria, and other communicable and non-communicable diseases.
- Advocating sexual and reproductive health needs and rights focusing on adolescents and youth.
- Prevention of gender-based violence.
- Providing mental healthcare and psychosocial support.

Climate change impacts on health

Climate change has a direct impact on human health. It includes injury, morbidity and mortality caused by climate change-related extreme weather events, thermal stress, skin and eye damage, and cardio-respiratory diseases directly related to temperature and air quality changes. Most conventional assistance is neither fast nor thorough enough to slow climate change's impact on health systems. Therefore, there is an urgent need to make health systems more climate resilient by adopting the One Health approach when designing health support. Cordaid began contributing to the climate change agenda in its health programmes in three ways:

1. Advocating for One Health and Planetary Health through our Global Health Global Access programme. An example of this is the series of Clingendael webinars, where we explored 'One Health' and 'Planetary Health' approaches for global health and its policy challenges.
2. Financing climate-resilient health systems to sustain access to essential quality health services in protracted climate crises. A first intervention started in Ethiopia in early 2023.
3. Exploring how health system routines could be adapted in the future, for instance through stimulating circularity within our own programmes.

In 2022, we spent a total of €124.5 million on healthcare programmes.

Our key results for 2022 included:

Overall:

- 12.3 million people reached through our healthcare programmes
- Increased access to quality health services, including:
- 218,404 fully immunised children
 - 269,419 tuberculosis patients with completed treatment
- Increased access to sexual and reproductive health services, including:
- 3.1 million people tested for HIV
 - 236,649 females and males educated on family planning methods
 - 142,853 women who had at least four antenatal care visits
- Strengthened health facilities, including:
- 465 health facilities with improved (technical) quality (score)

The results we achieved for healthcare in 2022 were made possible by the support of the Dutch Ministry of Foreign Affairs and various Dutch embassies, the World Bank, the Global Fund to Fight AIDS, Tuberculosis and Malaria, the Bill and Melinda Gates Foundation, the European Commission, the German development bank KfW, Christian Blind Mission (CBM), and the UN, amongst others. For more information, please see our website.

Case: Results-Based Financing to strengthen health systems in Zimbabwe

Zimbabwe has good coverage of basic health services. However, an analysis conducted for the National Health Strategy highlighted that the quality of care at all levels remains poor and is a critical area to be addressed.

Cordaid, with support from the World Bank and Government of Zimbabwe, has been implementing the Results-Based Financing (RBF) programme to complement government efforts in increasing maternal health services since 2011, covering eighteen rural districts and two cities. The maternal mortality rate declined from 960 to 462 per 100,000 (2011 – 2019). Similarly, the under-five mortality rate dropped from 84 to 69 per 1,000 (2011 -2015). Currently, Cordaid is supporting the institutionalisation process whereby the Government of Zimbabwe will take full ownership of RBF.

Quality maternal healthcare services

In 2022 Cordaid has implemented two projects in Zimbabwe. The objectives are to increase the coverage and improve the quality of reproductive, maternal, new-born, child, adolescent health, and nutrition services, to manage performance-based contracts, and to strengthen the COVID-19 pandemic response including to support the vaccination of 65% of the eligible population.

Cordaid worked with the following partners: World Bank-Global Financing Facility, Ministry of Health and Child Care, Ministry of Finance and Economic Development, Ministry of Public Service, Labour and Social Welfare, Bulawayo City, City of Harare and community-based organisations.

Together with our partners we achieved the following results in 2022:

- Distribution of personal protective equipment to 104 healthcare facilities
- 35 facilities contracted to increase access to maternal services for poor urban women
- 225,984 institutional deliveries in RBF facilities
- 282,218 women receiving antenatal care
- 486,136 children receiving vitamin A

“The clinics that have been contracted into RBF have witnessed better service provision, and improved management which has contributed to improvement in quality of services offered to the vulnerable communities we serve. Our institutional deliveries have increased significantly with less episodes of home deliveries as women are aware of the programme and are utilising it.”

Dr Richard Chigerwe Health Services Manager of the City of Harare

Case: Global Fund to fight HIV and tuberculosis in DRC

In the Democratic Republic of the Congo (DRC), the HIV/AIDS epidemic is defined as a concentrated epidemic as it is low in the general population but high in so-called key populations.

Tuberculosis (TB) is still one of the most threatening infectious diseases in the world. The DRC is ranked by WHO as the 9th highest burden TB country globally and is amongst the top 14 countries worldwide that simultaneously bears a high burden of TB/HIV co-infection. Since 2012, Cordaid has been the largest beneficiary of the Global Fund for HIV/AIDS and, since 2018, for both HIV and TB. We are responsible for the distribution of HIV and TB medicines and community health activities, both for prevention and to facilitate treatment.

Medicine and skilled health workers

Cordaid reaches people left behind through thirty centres which implement the activities of the programme and ensure the link between Cordaid and the Provincial Health Divisions. They carry out the programme management, community engagement, and awareness-raising.

To ensure the availability of quality HIV and TB services to communities we facilitate access to community-based testing services, self-testing, and antiretroviral treatment. The effectiveness of the programme depends on prevention through community centres that offer sexual and reproductive health services and access to care through distribution posts providing antiretrovirals and psychosocial support.

In 2022 we improved the storage system, offered training to health facility providers and laboratory technicians in the use of diagnostic equipment. We also participated in International HIV Day, presented the programme to the Governor of the city of Kolwezi and strengthened the electronic-drug management in the health system. We distributed six industrial incinerators for the management of biomedical waste supporting the Regional Drug Distribution Centres in the provinces of Kinshasa and Tshopo.

With the help of our partners, we were able to continue the fight against HIV and TB with the following results:

- 2.9 million people reached
- 211,397 new confirmed TB cases
- 2.6 million people tested for HIV
- 279,990 tuberculosis patients
- 268,766 tuberculosis patients completed the treatment

“I started attending the Friendly Centre when I realised that my peers were dying from infections. Today, I get tested every quarter and I educate my peers about the use of needles.”

Eric, peer educator

EDUCATION

Education is a human right and a foundation for life. Gaining knowledge and skills through quality education contributes to reduced poverty, improved health, and gender equality. Education is the basis for generating incomes and ensuring equity and inclusion. Worldwide more than 250 million children are not in school. Of these, 58 million are out-of-school primary-aged children. Of those who do attend school, many fail to reach minimum levels in reading and mathematics due to poor learning environments.

Education

At Cordaid we aim to structurally increase access to primary education and improve the quality of teaching and learning environments. We apply Performance-Based Financing (PBF) as a method to strengthen the primary education system. We do this by partnering with the Ministries of Education, school inspectors and staff, and communities, including the children's parents. We pay particular attention to a safe and stimulating learning environment, which entails adequate water and sanitation facilities, adequate classroom infrastructure and stimulating a non-discriminatory learning space.

Back to school after COVID-19 lockdown

After the COVID-19 lockdown was lifted, the Ministry of Education and Sports in Uganda finally reopened all schools as of January 2022. They were closed for 18 months. This meant we could resume our PBF education project in Kamuli district, working with 50 primary schools and district and municipal officials to recover from the damages of the school closure. We found both parents and students excited for the return to school.

Construction of schools

The proportion of school-age children not attending school is about 30% in rural areas and 19% in urban areas in the Democratic Republic of the Congo (DRC). The reasons for not attending school in the province of Kasaï (where Cordaid has an education project) varies from poverty to cultural tradition, and from poor school infrastructure to a lack of latrines. In 2022, 1,104 students received school kits, including uniforms, pens and notebooks. Moreover, 10,000 children profited from newly constructed classrooms, headteachers offices and 100 bathrooms. Twenty-five communities volunteered with the construction and contributed with local materials such as sand, gravel rubble and bricks. Besides the construction and school kits we contributed to the training of primary school teachers by distance learning using radio emissions on pedagogy and management.

The CommCare app

The Republic of Burundi has initiated the reform of teaching in primary schools aiming at increasing access to and quality of basic education. Cordaid signed a partnership agreement for the implementation of the PBF approach in Muramvya province. To improve data collection and reporting, Cordaid introduced a method of digital data collection and data verification with tablets and smartphones through the CommCare app. Overall, across 125 schools, 109,484 students benefitted from quality education; the parent committees of each school also helped to make the schools inclusive and functional. Consequently, the percentage of children that leave school decreased from 6.9% to 5.1 %.

In 2022, we spent a total of €1.9 million on education programmes. Key results in 2022 included:

- 170,721 children with access to quality education
- 2,331 primary teachers with improved teaching skills
- 200 schools contracted and with improved quality scores

Case: Performance-Based Financing in Uganda

While the introduction of universal primary education in Uganda in 1997 improved access to education, it did not improve the quality of education. By 2003, only a third of children who had enrolled in primary school in 1997 had reached the seventh grade.

Cordaid launched its Performance-Based Financing (PBF) approach in education in Uganda with the objective to improve primary education service delivery in selected sub-counties of the Kamuli District. This will be achieved through increased utilisation of decent quality primary education services, increased equity in access to primary education and improved governance and accountability of the delivery of primary education and strengthened district Education Management Information Systems (EMIS).

School inspection and monitoring

The PBF project is supporting the District and Municipal Education officers to conduct routine inspection for monitoring and regulation of schools for quality improvement. The project supported the schools to develop their school improvement plans with clear annual priorities validated by the District and Municipal Education offices. So far, 100% of the 50 participating schools have developed their school improvement plans which helped the schools match priorities to their real needs. One of the core roles of the District Education inspectorate is to monitor the implementation of the school improvement plans ensuring set priorities are achieved. The project also supported the District Education Office to develop annual business plans with clear priorities validated by the Chief Administrative Office.

PBF Education project achievements in Uganda in 2022:

- 31,022 primary school children enrolled
- 76% parent participation in school programmes
- 45 schools (90%) have sufficient automated WASH facilities
- 90% of schools reported on integrity issues
- 1,536 children and 768 parents interviewed about the contracted school facilities

"PBF has supported infrastructure development because with the subsidies we have been able to build additional classroom blocks, painted some old ones and purchased new desks for learners".
Mukyala Jesca Olivia, Head teacher of Nawansaso Primary School, Eastern Uganda

SUSTAINABLE LIVELIHOODS

Cordaid improves food and nutrition security by strengthening agrifood systems. We contribute to more profitable and inclusive (agricultural) value chains. Together with private sector partners and financial service providers we support small producers and entrepreneurs in accessing finance and markets, and, thus, increasing their income.

Sustainable livelihoods

Led by the UN Guiding Principles on Business and Human Rights and other treaties and standards, Cordaid supports companies and their suppliers to become responsible corporate actors by ensuring decent work, living wages and environmental protection. We also hold governments to account for their role in the field of responsible business, be it legislation, policy development or other stimulating measures. For more information about our approach, please see our website.

Fragility and interconnectedness of systems

As stated by the Oxfam report 'Dangerous Delay 2' in 2022, it may be tempting to view the COVID-19 pandemic or the war in Ukraine as one-off events. However, both shocks to the global system demonstrate the deep fragility and interconnectedness of the systems that millions of people rely on to survive. As we move deeper into the climate crisis, shocks from extreme weather and related factors – including the interplay between climate and conflict – will increase.

To understand the implications of the war in Ukraine on food security in fragile and low-income countries, Cordaid developed together with Wageningen University & Research, KUNO, the Netherlands Food Partnership, and seven other NGOs, four scenarios in 2022 to provide insights into the possible implications of the war in Ukraine on our work. These scenarios explore what the future of food systems might look like in 2025. This enables humanitarian and development organisations to develop strategies to prepare for these four possible futures.

Humanitarian organisations should be ready to either scale up crisis management in the 'Global Food Crisis' scenario or shift from relief to recovery and disaster preparedness in the 'Ready for the Future' scenario. Development organisations need to invest more in food system resilience through diversification and prioritise local food production, but also be ready to put their resources into humanitarian purposes when needed. New, flexible, and adaptive approaches are needed across the board to navigate an increasingly polarised world. This research is a good example of how Cordaid works together with its partners to gain insights into how to best continue partnerships with people left behind in the long term.

In 2022, we spent €18.3 million on sustainable livelihoods programmes. Key results included:

- 752,250 people with improved food security
- 2,949 new jobs created
- 4,116 youth and women successfully supported into (self)employment
- 97,866 farmers applying good agricultural practices
- 19,285 women and men participating in markets

These results were made possible by the support of the Netherlands Enterprise Agency (RVO), Mastercard Foundation, Danish International Development Agency (DANIDA) and the Dutch Postcode Lottery.

Case: Sustained opportunities for nutrition governance in Bangladesh

Despite remarkable progress in many health conditions, malnutrition remains a major public health concern in Bangladesh.

Factors such as poverty, food insecurity, inadequate nutrition knowledge and access to nutritious foods influence community improvements in nutrition. The magnitude is higher in remote areas, like the chars (river islands) of Gaibandha and Kurigram districts, because of their distance, poor infrastructure, and lack of available services.

To strengthen the local nutrition governance and decision-making mechanism in 2022, trainings were given on nutrition governance, lobby and advocacy, leadership and organisational development processes, negotiation skills and conflict resolution for diverse groups of organisations. We facilitated the sub-districts and districts level nutrition coordination committee to develop bottom-up Nutrition Action Plans and implementation for the betterment of the target communities. To improve maternal and child health and nutrition practices we provided training to nutrition sales agents, awareness sessions on nutrition, health and hygiene and one-to-one counselling on infant and young child feeding practices. We worked to strengthen government community clinics to improve health and nutrition support systems. We installed 18 new wells in various institutions such as educational institutions, mosques, churches, markets, and community clinics. Entrepreneurs were trained to set up One Stop SaniMart Service Centers including hygiene consumables. We implemented the school-based WASH programme to create awareness at household levels.

Results achieved by Cordaid and our local partners in Bangladesh:

- 250,000 people with improved livelihoods
- 2,684 of youth attending the training
- 73,360 households practice diversified diets
- 3,200 household sanitary latrines built
- 45,000 farmers applying good agriculture practices

“The SONGO project is supporting the government of Bangladesh in strengthening its nutrition governance system, particularly in the hard-to-reach river island areas. We are increasing people’s access to maternal and child health services, year-round diversified food, and improving their WASH practices for sustainable improvement in malnutrition.”

Azad Md. Abul Kalam, Head of Programmes, Cordaid Bangladesh

Case: Strengthening agricultural value chains in Mali

Both onion and fish are considered important for revenue generation, especially for women and food security, in Mali.

The main challenges for the onion value chain include access to quality seed, production seasonality, competition with imports and inadequate storage both for seed and consumption. Fishing is also an important source of income and essential for the food security of the Malian population. However, climate changes have been affecting the fisheries' value chain with diminishing stocks in the Niger river. The project Jege (fish) and Jaba (onion) was initiated with support from the Dutch Government under the Agricultural Value Chain Strengthening Programme for Food Security in Mali (PRCA-SA).

Fish, onions, and potato production

The main objectives of the project aimed at increasing the availability of quality and affordable food products on local and regional markets, increasing incomes for value chain stakeholders especially women and youth, as well as increasing the resilience of the production systems through rational use of natural resources. The project team has been collaborating closely with numerous partners, both from the public and private sectors, including NGOs such as AMASSA, ALPHALOG and the Association of Mali Youth action, sector specific associations such as Fédération Jaba Kundou, Faso Jigi, Conascopa, interprofessional organisations for onion and for potato sectors, research and training institutions including IPR of Katibougou, IER-CRRA Niono and the University of Ségou, Financing Institutions such as Soro Yiriwaso, Kafo Jiginew, BNDA, private sector service providers such as Agricap, technical departments of the concerned Ministries, and many others.

In 2022, the security situation remained uncertain and continued to be a major concern for partners' economic activities when physically accessing the areas, but also for receiving financing in the required time. The embargo imposed by the Economic Community of West African States (ECOWAS) in the first half of 2022 disrupted our access to seeds and fertilizers. Prices have risen significantly due to global inflation caused by the conflict in Ukraine. Despite the challenges, we have a very committed team and were able to deliver strong results for the local community.

Results achieved by Cordaid and our local partners during the second phase of the JNJ project implementation by end of 2022 include:

- 172 small and medium enterprises financed
- 2,650 new jobs created
- 21,614 farmers selling higher volumes of crops
- 2,463 farmers involved in the production of shallots during the rainy season
- 400 overground fish tanks established for 100 new fish farmers

“Onion production is very important for us. We produce more than 170,000 tons per year. Before, our young people at the age of 14 to 15 used to go to Bamako and other cities to work. Thanks to onion production this is no longer the case. They make a lot more money growing onions in five months than working in the city for five years. They understood this well and remain working in the village.”

Seydou Kéné, president of the Badiagara onion producers' federation.

Box: Investments to foster entrepreneurship and climate resilience

Cordaid is a shareholder of social enterprises that strengthen our mission with private activities. By providing loans at favourable terms, selling carbon credits and consultancies Cordaid fosters the climate-resilience of communities, and growth of local small and medium-sized enterprises (SMEs). In fragile settings we are often the first lenders, thus acting as a catalyst for other investors to become active.

Cordaid Investment Management

With over 25 years of experience and local expertise, Cordaid Investment Management (CIM) invests in creating decent jobs, fostering sustainable economic growth, and strengthening communities in fragile contexts across the globe. With €76.3 million assets under management, CIM provides access to finance for people and organisations left out by the traditional banking system in eighteen countries in Africa, Asia, and Latin America.

In 2022, Cordaid Investment Management expanded its investments and in-house expertise in clean energy. We primarily aimed to harness the abundant renewable energy potential in West Africa, where only 42% of the total population and 8% of the rural population can access electricity. For instance, our partnership with Access SA, a mini-grid operator in Mali, has changed the lives of many young people. Solar energy enabled them to start a small business, e.g. become a tailor or open a small café. Besides, as renewables are cheaper than fossil fuel or biomass alternatives, farmers and microentrepreneurs can increase their margins and grow their businesses. Read more about our clean energy efforts and experience in the [Clean Energy in West Africa White paper, impact report](#), or on [our website](#).

FairClimateFund: investing in a fair climate

The mission of FairClimateFund is to work towards a fair climate where those who contribute most to climate change invest in CO₂ reduction projects that benefit people who need support facing the effects of climate change. FairClimateFund focuses on clean cooking for low-income households. These clean cooking projects reduce CO₂ emissions and deforestation and improve the living conditions for people in fragile areas. Projects generate carbon credits and FairClimateFund sells these at a fair price to private individuals and companies in Western countries that want to offset the CO₂ emissions that they cannot (yet) reduce.

In 2022, the total turnover was € 2.1 million, a growth of 40% compared to 2021. Approximately 70% of the income goes directly to projects achieving the following impact in 2022: 45,506 tons of CO₂ reduced, 33,293 tons of wood saved (or 66,586 trees protected), 86,998 efficient cookstoves in use and 333,350 people reached in low-income households. Visit the website of [FairClimateFund](#).

SECURITY AND JUSTICE

Strengthening security and justice systems in fragile and conflict-affected states is key as violent conflict is a constant threat and has a harmful impact on the poorest people through rights violations and forced displacement. Providing a sense of security, freedom from fear, and the protection of basic rights and entitlements is critical to establish peace and protect people who need the most support regarding justice.

Security and justice

Cordaid's security and justice programmes strengthen inclusive social contracts by building trust, promoting fairness and equity, enhancing accountability, and fostering social cohesion. The concept of 'inclusive' social contracts captures the idea that marginalised voices should systematically be involved in collective, political decision-making. Cordaid's policy and practice builds on informal institutions and arrangements in a transformative manner, consistent with the evolving needs of communities. Cordaid remained an active member of the Working Group on Customary and Informal Justice, driving global policy shifts in investing in customary and informal justice.

Local is leading

In our 'local is leading' approach we focus on strengthening communities to actively participate and contribute to conflict prevention, conflict resolution, and informal and formal peace processes. We support local actors, particularly women and youth groups and activists, to create locally-grounded insights on peace and security in their communities by helping them to undertake their own peacebuilding initiatives. We make connections from the local level to the national and regional levels, and through to the global arena, providing a platform for local voices that are seldom heard.

Increased insecurity

In 2022 we encountered several deteriorating security situations in the Sahel, in particular Mali, Burkina Faso and in Eastern Democratic Republic of the Congo (DRC), which required constant adjustment of strategies to ensure the safety of our staff. In Afghanistan, with the Taliban authority, project implementations were delayed. The impact of climate change is also leading to more injustice, conflict, displacement, and increased poverty. Despite the increased insecurity, our local partners and staff are incredibly resilient and capable of continuously adjusting activities and tactics to be able to work towards more just and peaceful societies.

Women play a crucial role

Together with the Women's International Peace Centre (WIPC), WO=MEN and CARE Netherlands, the strategic partnership Just Future brought several female activists to the United Nations in New York to advocate for better involvement of women, and the important benefits of including women in peace processes in conflict-affected settings. Participants from DRC and Afghanistan shared their stories, highlighting the crucial and central role that women play in creating and sustaining peace in their societies.

Consultation of local communities to drive Security Sector Reforms

Together with our Just Future partners, The African Security Sector Network (ASSN) and the Stockholm International Peace Research Institute (SIPRI), Cordaid participated in two events in which experts and participants discussed the Security Sector Reform (SSR) concept, namely, whether it remains fit-for-purpose in areas affected by conflict and violence. At *Afrikadag*, Niagalé Bagayoko (ASSN) and Jair van der Lijn (SIPRI) took part in a discussion about the Sahel, where SSR remains a challenge, particularly in Mali. At the Knowledge Platform Annual Conference in The Hague, Jair and colleagues from the International Security Sector Advisory Team (ISSAT) reviewed the SSR concept,

interrogating its usefulness for effecting real change and advocating for greater consultation of communities and their security needs.

In 2022, we spent €8.3 million on security and justice programmes. Key results in 2022 included:

- 185,152 people reached with our improved security and justice programmes
- 85 security and justice institutions strengthened to provide better services
- 3,200 people with improved access to security and justice services
- 72 civil society actors with strengthened organisational and advocacy capacity

Case: Women's voices first in Iraq

Women's participation in political and public life in Iraq is limited with male decision-makers and society tending not to accept active roles for women in conflict prevention.

The greatest challenge to women's political participation is that they still have far too little involvement within their own community, let alone in political spheres. Women's rights organisations and civil society organisations, working together with local women's groups, are key to establishing an environment in which women are supported in their leadership capacities and given roles in the prevention and resolution of conflicts.

Establishing a network of women's rights organisations.

With the support of the British Embassy in Baghdad, Cordaid started the Women's Voices First project in 2021. In 2022, this programme connected 17 women's rights and civil society organisations. Our partners focused on enhancing the leadership of women in the communities and training them in mediation and conflict resolution. Cordaid's partners also advocated for legal reforms and supported women in seeking justice and helped gender-based violence survivors overcome fear and claim their rights.

Twelve women's rights organisations have engaged in collecting evidence from their communities determining the joint lobby and advocacy women, peace and security agenda. One of the issues identified in 2022 was the lack of female police staff which prevented women from reporting their cases. The network established an advocacy campaign to increase the number of female police staff.

Together with our partners we achieved the following results in 2022:

- 19,034 women and men have been directly reached
- 19 civil society organisations strengthened to advocate for security, justice and peace
- 4 workshops with local partners on advancing the women, peace, and security agenda

"With Cordaid's support, we set up our Peace Sisters initiative. Women come together to discuss issues such as insecurity, the lack of peace and how to solve them. The fact that they connect as sisters, Yazidi, Shia, Sunni, Kurdish women, displaced women, refugees, returnees, and host communities, makes it even more powerful. Hundreds of women applied to become part of the Peace Sisters network." [Read here the full article.](#)

Vian Ahmed and Taban Shores. Taban is the founder and Vian is the regional director of the Lotus Flower supported by Women's Voices First project.

Case: Working on inclusion in uncertain Afghan times

Civic space has been shrinking fast ever since the Taliban seized power in Afghanistan in August 2021. Despite the difficult situation, the Just Future Alliance partners are determined to continue their activities.

A safe space

In 2022 Just Future members TLO and Search for Common Ground, together with Afghan partners, organised local-level dialogues in eight provinces creating a safe space for women and men. Representatives of diverse groups exchanged ideas and presented their concerns to provincial stakeholders and the authorities. Ehsanullah Abrar of Search looks back: *“The fact that we received permission to conduct the dialogues where several authority members attended and listened to people’s concerns, was significant. These interactions assured civil society actors that engagement and negotiation are still possible.”*

Speaking out: a national-level dialogue in Kabul

TLO supported forty women and men to travel to Kabul to discuss the concerns of their communities with over one hundred participants from the Kabul region. Haqeeqat of TLO: *“Some Taliban officials told us afterwards how useful it had been to listen to people’s concerns. The issues discussed at the national dialogue ranged from access to education, healthcare to youth employment, tribal conflicts, and the harassment of members of the previous government.”* The authorities promised to act on certain issues, and in some cases already did. The Ministry of Internal Affairs, for instance, instructed the Khost provincial authorities to stop the prosecution of civil servants and military personnel who had served the previous government. And the Director of NGOs instructed provincial authorities to cooperate with the Just Future Alliance. Most significant was the participation of women. Ehsanullah: *“Forty per cent of the 250 participants in the dialogues were women. It shows that some space for joint events still existed last year.”*

The challenge of uncertainty

2022 was an extremely difficult year for the Just Future Alliance. Latif Bashardost of Cordaid stresses how special it is that the partners TLO and Search managed to organise well-attended dialogues. Bashardost: *“In this complex and volatile situation, initiatives supporting Afghan citizens to keep engaging with the authorities are meaningful and deserve all the support.”* Haqeeqat agrees that *“uncertainty remains our biggest challenge. Any day you may wake up to find the authorities have issued another decree that further limits our space to operate. Also, security is deteriorating. We see a sharp increase in targeted killings. This is a major concern for our staff, for the members of the People’s Peace Networks and other community leaders.”* The Alliance partners try to focus on the positive lesson of 2022: at all levels within the Taliban administration there are individuals who are willing to participate in open discussions with citizens on their concerns and needs. Haqeeqat: *“This encourages us to seize every opportunity to keep the conversation alive on the importance of a more inclusive society.”*

Together with our partners we achieved the following results in 2022:

- 36 civil society organisations held meetings, networking activities and workshops in Peace Houses
- 12 town-hall gatherings engaging 257 participants (40% women)
- 15 community-based dialogues and one national conference organised by People’s Peace Network
- 20 local radio programmes broadcasted reaching 5 million people

HUMANITARIAN ASSISTANCE

The sheer scale, as well as the diversity of challenges faced by people affected by natural hazards and conflict, and the complexity that goes with it, requires tailored solutions. Our humanitarian mandate dictates Cordaid to assist people in need whenever and wherever we can. For that, we work with our trusted local partners and networks such as Caritas and the ACT Alliance, to ensure that we deliver timely responses in line with international standards.

Besides humanitarian assistance in acute and protracted crises, we invest in emergency preparedness of partners and communities and work on recovery of people affected by disaster, in which we aim to strengthen the resilience of people and communities to cope with future disasters and crises. Our humanitarian assistance complies with the humanitarian principles of humanity, neutrality, independence and impartiality, the core humanitarian standards for quality and accountability in humanitarian assistance and respects International Humanitarian Law.

We focus on access to basic needs, including water supply, sanitation, and hygiene, food security, emergency shelter, non-food items like soap and other hygienic products, and health services, including mental health and psychosocial support. Our choices are guided by the following principles:

- Prioritising people who need support the most
- Delivering support through cash-based approaches wherever possible
- Mainstreaming protection in all our support
- Working with and strengthening the capacity of our local partners

In 2022 we were active in Ukraine, Afghanistan, Burkina Faso, Yemen, Ethiopia, South Sudan, Pakistan, and Myanmar. Besides this, we supported other emergencies, through Caritas and ACT emergency appeals. We are supported by Dutch Relief Alliance (DRA), Dutch public collaborating aid organisations (SHO), UN (WFP, OCHA), ECHO, Caritas Sister Organisations, Amref Flying Doctors Germany and our own Cordaid funds.

Local organisations in the lead

For several years there has been an international debate and effort to strengthen the access to funding, the roles, and the leadership of national and local organisations in humanitarian assistance. In 2022 Cordaid decided that it will only provide humanitarian responses in partnership with local organisations and/or international Caritas/ ACT network members that partner with local organisations. Only when there is no local capacity, we may choose an international implementation. However, in most situations there is sufficient capacity among local actors, but our due diligences and administrative demands often hamper us working with them. The new locally-led approach challenges Cordaid to find new ways of working with local partners while maintaining necessary risk management and accountability.

Equal partnerships and cash assistance

Cordaid also develops equal partnerships with local organisations which implies from the start that we have an open and transparent collaboration when developing the programme and budget on an equal footing and sharing administration costs allowances. Ukraine is an example of our equal partnership approach; in the partnership between Caritas Ukraine and Cordaid, Caritas Ukraine is in the lead, also in decisions on the allocation of available funding. Another shift we implemented is that Cordaid provided more cash assistance instead of, in-kind assistance when the market situations allowed, which strengthens the dignity and ownership of people affected by crisis. With cash, people can prioritise what they need and what they buy, how much and where.

Focus on mental health and psycho-social care

We also observed an increase in mental health and psycho-social care. Due to the many longer-term crises, people become mentally affected by years of war and hardship. In developing appropriate psycho-social support Cordaid can draw upon the Cordaid health experts that have expertise in this field, combined with our humanitarian expertise and the expertise of partners, therefore providing high-quality assistance for those in need.

Response to the war in Ukraine

One of the most unforgettable moments in 2022 was the response to the war in Ukraine. As Cordaid, we were able to quickly respond on the ground through our local partner Caritas Ukraine, with whom we have a long-term relationship. With funds from DRA and SHO we have managed to implement a diverse response programme, always responding to, and anticipating the needs of our partners. Through our quick actions we were able to support the organisations in their quick scale up, providing them with necessary means like vehicles, power banks, personal protective equipment, and generators. This enabled them to reach the most affected areas and to keep communication going, also during power cuts. Please read more about it on page 31.

It is inspiring to be able to support many people in crises around the world, also in 2022. At the same time, reduced availability of unearmarked funds also reduced our reach. In 2022, we spent € 54.1 million on humanitarian assistance. The results we achieved on humanitarian assistance were made possible by the support of the Dutch Ministry of Foreign Affairs, Humanitarian Pooled Funds, the European Union/ECHO, Caritas and ACT Alliance network members, UNICEF, SHO/Giro 555, AMREF Germany and many others. Key results included:

- 680,529 people supported with humanitarian assistance
- 37,302 people enabled to meet their basic food needs
- 105,498 people having access to sufficient and safe water for domestic use
- 471 crisis-affected people involved in the design and implementation of programmes

Case: Restoring homes, restoring hope in Ukraine

On February 24, 2022, Russian troops invaded Ukraine, starting a war between two nations causing massive displacement and casualties. Millions of Ukrainians evacuated from the East and South of the country to safer areas in the West of Ukraine or fled to neighbouring countries. In 2022, 6.4 million Ukrainians were internally displaced, 4.4 million returned and 17.7 million people needed assistance. The local Caritas network and other member organisations joined efforts to reach 5.3 million people, of whom 3 million are in Ukraine.

Life-saving humanitarian assistance

With Caritas Ukraine and other partners Cordaid offered life-saving humanitarian assistance and recovery for people most affected by the war within Ukraine and provided support to refugees in neighbouring countries. The Dutch Relief Alliance and the public fundraising campaign of the Dutch aid agencies (SHO, Giro555) provided the funding. As part of the international Caritas network, Cordaid supported requests of Caritas Moldova and Poland for assistance to refugees, but most assistance was given in collaboration with partners in Ukraine: Caritas Ukraine and Caritas SPES. Together with our partners we provided support to displaced people and those who need support the most in Ukraine with food, temporary shelter, fuel for heating, transport, hygiene kits, basic medical care & medicines, psycho-social support, and cash for shelter. Cordaid acquired and transported solar generators, solar batteries, cars and protective equipment needed by Caritas Ukraine. During the winter period we provided people with shelter, blankets, and fuel for heating. During 2022 it became clear that the war will continue and while humanitarian assistance will continue, recovery activities like repairing houses and support for livelihoods began.

Together with our partners we achieved the following results in 2022:

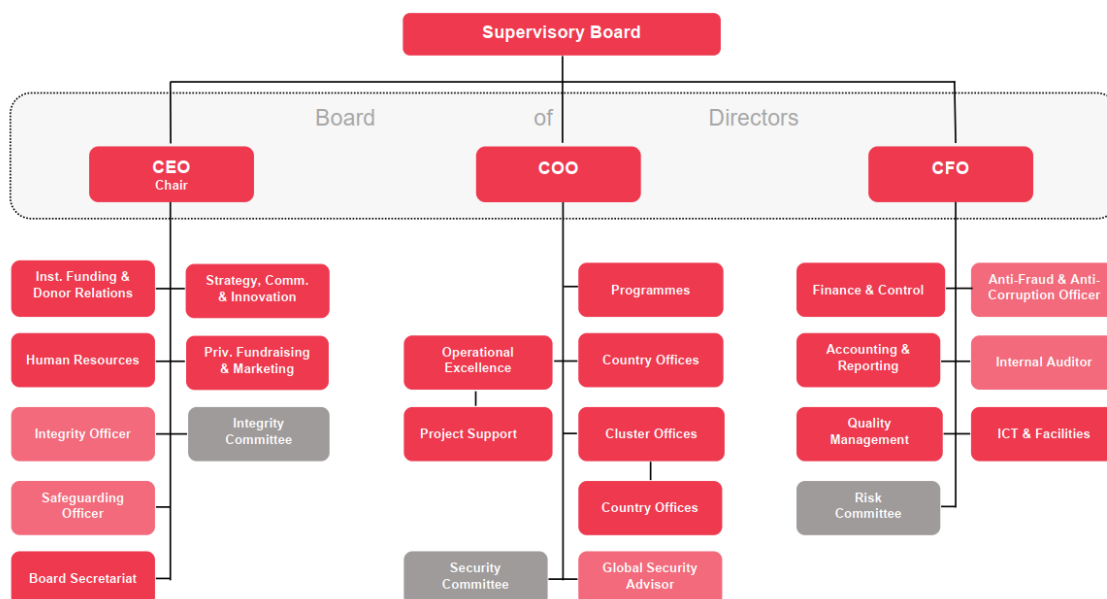
- 223,810 people received direct help
- 155,730 people provided with food and or livelihood support
- 7,379 people received psycho-social support
- 17,180 families obtained temporary shelter/emergency accommodation
- 18,910 families received non-food items such as blankets, kitchen sets and mattresses
- 3,686 medical kits distributed

“We are your hearts, your hands offering aid, offering that first opportunity to embrace somebody who's come out of a traumatic situation. And we are your hands and hearts on the ground.”

Tetiana Stawnychy, President of Caritas Ukraine.

OUR PEOPLE

Our work for people in fragile and conflict-affected areas could not be managed without our dedicated staff in Country and Cluster Offices, locations in the countryside and our Global Office. To ensure our professionals can perform their work effectively, we go to great lengths to help them deal with any risks and challenges they encounter in their day-to-day work. We have dedicated security plans in place in all our Country and Cluster Offices and offer training and support to cope with and prevent safety issues and crises.



Resilient Cordaid

After ICCO and Cordaid joined forces as of 1 January 2021, we redesigned the Global Office organisation in the trajectory 'Building Towards a Resilient Cordaid' with a phased implementation of organisational change at Global Office and in constructive collaboration with the Works Council. The goal of this trajectory was to become financially healthy while remaining relevant. During this process at Global Office, we had a strict vacancy policy and unfortunately had to say goodbye to a few managers and other valued staff members, which resulted in a high turnover rate (30%).

We finalised the process of harmonisation of the labour conditions with ICCO and Cordaid.

END OF YEAR 2022 (VS 2021)	COUNTRY AND CLUSTER OFFICES	GLOBAL OFFICE	CORDAID TOTAL
Number of FTEs	1,192 (1,380)	117 (165)	1,309 (1,545)
Number of employees	1,192 (1,380)	132 (178)	1,324 (1,558)
Number of (fundraising) volunteers	0 (0)	1 (1)	1 (1)
Gender balance total (m%/f%)	71%/29% (72%/28%)	28%/72% (34%/66%)	67%/33% (68%/32%)
Gender balance management (m%/f%)	60%/40%	25%/75%	41%/59%
Expat/local balance	2.9 % expats, 97.1 % local	100% on local contract	2.6% expats / 97.4% local

After the COVID-19 pandemic, we found a new balance in hybrid working, partly working from home and partly working at the office (if the job allows). We implemented the Misconduct Disclosure Scheme throughout our organisation, as part of our Safe Recruitment Guide, to stop perpetrators of misconduct moving in our sector.

We started with phasing out our office in the Central African Republic, due to the strategic choices in our geographical footprint and unfortunately, we had to say goodbye to several staff members. We also finalised the phasing out of our office in Sierra Leone.

With deep sadness we must report on the death of two colleagues in 2022. Betelhem Manaye Bogale was a project officer for the Jobs, Skills and Education project based in Bahirdar, Ethiopia. Betelhem passed away due to a medical complication at the age of 33. Augustin Akizimwami Nfundiko (44) was provincial pharmacist in Kisangani (DR Congo), until his death, which occurred in Kinshasa, following complications related to a surgery.

Culture and behaviour

Every year, Cordaid conducts an Employee Satisfaction Survey, also in 2022. The consolidated results of this survey are shared with staff of Global Office, Country and Cluster Offices, as well as the Global Office Works Council. The specific results pertaining to each Country and Cluster Office, and Global Office unit are received by the respective country/cluster director and unit manager for learning purposes among their teams. The Board of Directors receives all results of the survey for monitoring and strategic purposes.

The Employee Satisfaction Survey encompasses the following topics: working environment, supervisor, workload, collaboration, training & development, and compliance with the Code of Conduct. The overall satisfaction was a 7.81 which reflected a slight decrease compared to 2021. Teams and offices gathered to discuss and interpret the results, and subsequent actions were taken. For instance, from the cluster East & Southern Africa it was reported that staff are satisfied with the work and the organisational environment. They feel rewarded and valued, and this is (partly) linked to the employment benefits. On the recruitment process, staff commented that Cordaid was able to recruit people with the right skills and expertise, and that the organisation provides a positive environment for staff to thrive. At Global Office the low score on training & development was discussed in various teams. In follow-up, an update of the individual career budgets was shared and an 'all you can learn platform' was introduced and promoted.

Each colleague signed the new Code of Conduct (see also Integrity on page 36); following this Code is compulsory. Team sessions and workshops were organised throughout the organisation to discuss the Code. The employee survey included new questions related to the Code of Conduct, like 'I am aware of the Code of Conduct of Cordaid,' and 'I respect the Code of Conduct of Cordaid'. Questions related to witnessing misconduct and reporting misconduct were included as well. From the results we learned that 96% of our colleagues were aware of the updated Code of Conduct. There was still room for improvement, for instance on the awareness and the use of the reporting lines when a breach of the code of conduct is observed.

Human resource staff

All our Country and Cluster Offices have (an) employee(s) with human resource responsibilities. Through the 'HR Community of Practice' and monthly meetings, human resource staff share their experiences and help each other find solutions to complex human resource issues. In March 2022, we had the opportunity to organise an HR week with most of our Community of Practice present in

The Hague. We discussed and worked on topics, like performance management, labour conditions, training & development, recruitment, HR information, etc. It was a great week to share best practices, insights and experience, to get to know each other better and to strengthen the ties.

The safety of our people

Aid worker casualties remained high in 2022. Two-hundred and sixty-seven significant attacks were reported (Source: Aid Worker Security Database (AWSDB)-2022) affecting 460 aid workers in 2021-2022, including 140 killed, 203 seriously injured, and 117 kidnapped. The high toll continued despite COVID-19 related movement constraints on operations. However, travel and movement restrictions for international (expatriate) staff may partly explain why the proportion of national aid worker victims in 2020 and 2022 was even higher than usual (98%). The most violent context for aid workers was South Sudan, Central African Republic, Ethiopia, Afghanistan, and the DRC. Other high-incident contexts included the Ukraine war, where incidents are expected to rise significantly.

Total number of incidents affecting NGOs in countries with a Cordaid presence during 2022 that were covered by the International NGO Safety Organisation (INSO):

NR	COUNTRY	TOTAL NGO INCIDENTS	TOTAL NGO WORKERS KILLED	TOTAL NGO WORKERS INJURED	CORDAID SECURITY INCIDENTS
1	Central African Republic	170		21	
2	South Sudan	250	14	22	7
3	Democratic Republic of Congo	284	11	23	5
4	Afghanistan	269	2	36	6
5	Mali	145	6	6	
6	Burkina Faso	65	2	1	2
7	Niger	36	2	2	
8	Iraq	10			
9	Kenya	13			
10	Ukraine	30	2	2	

Table 1: ‘Source: International NGO Safety Organisation (INSO), NGOsafety.org’.

In 2022, 20 Cordaid security incidents were reported. One was a critical incident with a severity rating of 4, and 3 were incidents with a rating of 5 (on a scale of 1 to 5). Relocation, or moving Cordaid teams temporarily to a safer place, took place in Ethiopia and DRC in 2022. Hibernation of Cordaid teams, which is sheltering in a place until fighting ceases, was needed in DRC when the M23 rebels advanced towards Goma during their 2022 offensive which started in March.

Security management system

Humanitarian and development programmes can only be implemented with a solid security management system. Cordaid, has a comprehensive security policy and an updated crisis management protocol. We also have dedicated security plans and procedures for the countries where Cordaid has an office. A Safety, Security and Crisis Committee and the global security advisors

based in The Hague and the Regional Security Adviser (RSA) for Asia based in Kabul, the RSA Anglophone Africa based in Addis and the RSA for Francophone Africa based in Ouagadougou in Burkina Faso. The RSAs develop policies and procedures, oversee their implementation, train, and brief the staff, and support the management of incidents and crises. Where possible, the security advisers also support the security risk management of our partner organisations.

New Cordaid employees actively follow an onboarding programme that includes a security briefing. In 2022, we provided nine new staff members with a briefing to ensure that employees and visitors to Cordaid projects are informed of the foreseeable risks related to their role and their place of work and that all employees understand Cordaid's security policy and procedures, including how to act in case of an incident, and the availability of aftercare.

Health and well-being

International employees at our Country Offices and colleagues who regularly travel for work have medical checks designed for the regions where we work. We provide psychological support to our employees after a traumatic incident or because of long-term stress. Antares Foundation facilitates counselling either face-to-face or through Skype. We strive to grow our network of qualified psychologists in the programme countries to increase the coverage of psychosocial support for our global workforce, who often work under challenging circumstances and where few psychologists are available.

Good mental health of staff directly influences staff security, as to remain vigilant and provide an active, logical contribution to risk mitigation. Addressing this issue will entail continued priority setting of Cordaid management for preventative and curative staff mental health issues related to cumulative stress and trauma throughout the HR cycle. Security training is always provided before international deployment and travel to medium and high-risk zones. In 2022, 25 employees participated in the mandatory refresher courses for Global Office staff and expatriates travelling to our Country Offices.

We offer tailored security training programmes for new employees (twelve participants in 2022) and for female travellers (one participant in 2022). Employees hired in the countries where Cordaid has offices are trained by the RSAs. In the Middle East and Asia there are three dedicated Security Officers and one focal point: in Anglophone Africa one dedicated Security Officer and five focal points and in Francophone Africa two dedicated Security Officers and five focal points.

Due to budget constraints and different COVID-19 travel restrictions, the RSAs only sometimes travelled and visited respective countries to coach and train the local security officers and to provide training to teams in Security Awareness and Crisis Management. The function of these security support visits was adapted to online and digital means to verify where required procedures are in place and complied with to ensure the quality of security plans and local networks for gathering contextual information.

Absenteeism

At our Global Office, our target is to stay below 3.5% for health-related absenteeism. The percentage for 2022 was 4.7%, lower than the 5.1 % in 2021. During 2022, nine employees were (partly) long-

term sick (longer than 42 days). Through an active absenteeism policy, good reintegration coaching and in collaboration with our ARBO Service, we aim to reduce long-term absenteeism as much as possible.

Integrity

Cordaid continued its priority commitment in 2022 to safeguard all who work, volunteer or are beneficiaries of our services. Cordaid's focus remained on creating a safe working environment for all, while keeping a zero-tolerance on fraud, corruption, bullying and sexual exploitation abuse and harassment (SEAH). Awareness and prevention activities at Global and Country Offices were also prioritised in 2022. The year began with the new Cordaid Code of Conduct being released which replaced the old Cordaid and ICCO Code of Conduct. During the Integrity Week in September, the Code of Conduct was the centre of renewed focus. The Integrity Focal Points and the Country HR practitioners at global and country level engaged all team members in various meetings focusing on awareness and signing of the Code of Conduct. In addition, new posters were distributed globally, in line with the Code of Conduct. These illustrations, with clear messages and colourful drawings, have been shared with the Country Office and Global Offices and are now displayed in all our offices and project locations across the globe.

Integrity framework, policies and systems

Cordaid's Integrity Framework and its related policies and procedures are available on our website. During 2022, the Cordaid Integrity Committee undertook the task of reviewing and updating all the related policies which will be shared in 2023. The year 2022 showed a decline in the number of reported cases; this we see as a positive sign that the pillars of awareness and prevention in Cordaid are working, and staff, volunteers and partners are gaining trust in the reporting mechanisms and system. The flow of reported concerns and information between the Global Office and the Country Offices improved through added support from the Integrity Focal Points. We saw improvements in response times of the reporting of misconduct concerns and an overall improvement in the quality of case management of the investigations of the misconduct.

Dealing with misconduct

In 2022 we registered in total seventeen new fraud, misuse of power, conflict of interest and corruption related cases, of which twelve were substantiated complaints and four unsubstantiated; one was carried over from the previous year. These cases were investigated and led to disciplinary processes involving the persons concerned. All disciplinary steps taken were in line with the policies of Cordaid and the laws of the concerned countries. Based on the reported concerns and the investigation, the following was identified as contributing factors or causes in reported misconducts: mismanagement, creation and facilitation of a toxic environment, power abuse, and not acting upon integrity-related issues. While addressing the fraud and corruption related cases, Cordaid also took preventive measurements.

Additionally, seventeen new integrity and safeguarding complaints were reported, and registered in 2022 with misconducts ranging from abuse of power, sexual harassment, sexual abuse, and workplace bullying and harassment. Seven of the reported concerns were clustered and investigated as a sole case as they related to one subject of concern with similar recorded concerns.

Five sexual exploitation, abuse and harassment cases were registered in 2022. Of the reported allegations one case of sexual exploitation involving a Cordaid employee was substantiated. Two cases of sexual abuse, one by an employee of a partner organisation and one by a contract worker, were unsubstantiated. The remaining two cases of sexual harassment could not be substantiated. It is worth noting that we categorise, investigate, and report on financial and interpersonal (safeguarding) misconducts separately. We investigated one case which concerned both financial and interpersonal misconduct.

Regarding the Central African Republic (CAR) in particular, it can be noted that after receiving incident reports in 2021 the investigation of alleged irregularities in this country was finalised in 2022. In June 2022, the Board of Directors decided to close the CAR office because of overall organisational financial and strategic priorities. With regards to the DR Congo (DRC), in early 2022, Cordaid intervened in the country after an investigation for alleged irregularities by one of our partners. Individuals linked to the irregularities were dismissed and the partnership was broken off. Moreover, an improvement plan was developed and rolled out in the course of 2022, encompassing a detailed set of comprehensive regulations and control mechanism. A few investigations of external (former) Cordaid partners in the CAR and DRC continue; these cases are expected to be finalised in the course of 2024.

NATURE OF MISCONDUCT	REPORTED CASES	SUBSTANTIATED CASES	UNSUBSTANTIATED CASES
Misuse of power	8	6	2
Conflict of interest	2	2	0
Bribery, fraud and corruption	12	8	4
Workplace harassment, discrimination and bullying	4	3	1
Sexual abuse (SEAH)	5	1	4
Weapons, aggression and violence	1	1	0
Other	2	0	2
Total	34	21	13

(E-) Learning

At Cordaid, we value the professional development of our staff. Every year, we invest 2.75% of the gross salary amount in staff training and development. Teambuilding sessions and professional development were encouraged and took place in many different settings.

For Global Office, we started to work on a pilot with an online ‘all you can learn platform’. This Cordaid Learning Platform offers a variety of courses, e-learnings, webinars and trainings. In 2022, three courses were highlighted: quality management, integrity, and localisation.

The course about quality management helped the staff to understand what quality management is and how Cordaid's quality management system works. Completing this course was required for all personnel of offices visited by the ISO auditor. One hundred and eighty-four colleagues have successfully completed the course. In 2023 this course will become part of Cordaid's onboarding process. During the Integrity Week in September 2022, a new E-Learning ‘Integrity in Cordaid

refresher training' was launched for all staff who have completed the E-learning 'Working with integrity' in 2021. Five hundred and six global employees registered for the e-learning, out of which 437 employees actively participated and to-date 402 have successfully completed the module. The introduction course on 'localisation' was developed and offered in 2022 to increase knowledge about this central concept of Cordaid's strategy and stimulate its application in everyday work.

Employee benefits

We have our own compensation plan to reward our employees for their contribution to helping fulfil Cordaid's mission. To ensure we offer primary and secondary benefits in line with other NGOs, we participate in benchmarking exercises across Dutch development organisations, conducted by the Human Capital Group and across global development organisations with the Birches Group. Per January 1, 2022, salaries at the Global Office were raised by 2%, in line with the collective labour agreement for social workers.

What our people say

Every year, Cordaid conducts an employee satisfaction survey among its Global Office and Country and Cluster Office staff. In the 2022 survey, the overall score on a 10-point scale was 7.8 (6.5 in the Global Office and 8 in the Country and Cluster Offices), which is a bit lower than the score in 2021. The response rate went up with 10% at Global Office and with 15% at our Cluster and Country Offices. Staff at our Global Office were most satisfied with their job, manager and labour conditions, employee benefits and with the hybrid working regulations. Colleagues at our Country and Cluster Offices are very satisfied with their job, their manager, and were immensely proud of both the work they deliver and to work for Cordaid. Both our Global Office and Country and Cluster Office staff were least satisfied with training and development. Country and Cluster Office staff also see room for improvement in employee benefits. The results were shared with our colleagues and an action plan has been created to address these issues.

Works Council representing employees' interests

Cordaid has a Works Council that consists of seven employees. Their official role is to consult with the Board of Directors on behalf of employees about policies and employee interests. The presidency was transferred from Alinda Bosch to Laurens den Dulk in 2022 and Mirjam Andriessen became vice-chair. In April two new members joined the Works Council, replacing two departing members. At the end of 2022, the secretarial support to the Works Council ended. The Works Council spent most of its time on two requests for advice titled 'Building towards a resilient Cordaid' in 2022, to which the Works Council responded in September on phase 1 and in January 2023 on phase 2. Apart from these two requests the Works Council advised on the annual budget 2022. At the end of 2022, the Works Council received a request for advice for the annual plan and budget 2023, to which the Works Council responded in December. Furthermore, the Works Council received a request for approval for the rest & recuperation in East DRC in December, which was approved, while awaiting an overarching rest & recuperation policy from Cordaid that was submitted end of 2023. Finally, the composition of the Supervisory Board was bound to change by the end of 2022. The Works Council was involved in the recruitment of one member, replacing the current liaison to the Works Council. This process continued in 2023.

OUR PARTNERS

Cordaid's Partnering and Alliance policy renders the organisation as a temporary actor and stakeholder in the countries and settings as we work. This vision and approach are inherent in the philosophy of the organisation, which has always been guided by principles of subsidiarity in implementing our missions, strategy, and goals. Partnerships with civil society, government, the private sector and activists at the local, national and international levels, are at the core of Cordaid's way of working.

With our partner country civil society organisations (CSO) partners we are including in our daily way of working the shifting of the power and money philosophy. The year 2022 offered the time and space to understand what the implementation of this philosophy means, through activities and lessons learned from the implementation of the Just Future strategic partnership contract, supported by the Dutch Ministry of Foreign Affairs. At the same time, we increased internal awareness of all Country Offices about the meaning and consequences for the daily work at country level; we see that power shifts must be jointly understood, applied, and assessed with partners in a contextual manner across Cordaid's work, including with our own Country Office colleagues. This was also the year when we started to understand internally what it means (financially) to support locally-led development and the philosophy of shifting the power and money.

In 2022 we maintained relationships with 623 funding and implementing partners.

Towards international and Dutch peers and the donor community we were part of the most relevant international forums and groups working on enabling and advocating for leadership of local and national actors in fragile countries and beyond, as well as fleshing out concepts of equitable partnership. The focus and investment of Cordaid accommodating the locally-led development dynamic continued in 2022. Internally, we fine-tuned the so-called Power Awareness and Power Sharing Tool and performed mutual capacity development activities with Cordaid Country Offices and partner country CSOs, with a focus of the strategic partnership Just Future.

Internationally, Cordaid was active in dedicated peer groups in 2022:

- RINGO project re-imagining the INGO and the role of global civil society [Rights CoLab](#)
- CSO Partnership for development effectiveness [CSO Partnership for Development Effectiveness](#)
- [DAC-CSO Reference Group](#) and its dedicated taskforce for dialogue with the OECD DACs work on support to locally-led development
- [Pledge for Change](#) movement which was effectuated in 2023.
- Finally, Cordaid was a direct part of the dialogue structure with the OECD DAC donors' group, which implements the OECD Legal Instruments.

Local leadership for equitable partnerships

The concepts of local leadership and equitable partnerships have been fully integrated across the Just Future programme in 2022. Southern leadership was on the agenda in regular meetings and during trainings on the use of the Power Awareness Tool for all country teams. In Burundi, the Power Awareness Tool showed significant improvement in assessments of equity and joint ownership of the programme because of more inclusive planning and regular exchanges among all partners. Sabine Harmes, Master student at Wageningen University, undertook participatory research with partners

and coordinators in South Sudan and Burundi on ‘what Southern leadership means in practice’. The research indicated that local partners did not always feel safe to speak their mind.

The Just Future expert on Southern leadership carried out an assessment on Southern leadership in Mali, which showed that cooperation among partners was initially difficult, due to overlapping contracting roles which was also recognised in other countries. This served as input for discussions during the joint planning meeting in Accra. All partners recommitted to the values of the Just Future Alliance and working on equitable partnerships. This resulted in a plan towards Southern leadership in 2023 for all countries, varying from organisational and institutional capacity strengthening and improved collaboration and co-decision making, to actual handovers of the national secretariat (currently hosted by Search and Cordaid in the different countries) to a national actor.

CSPPS: Strengthening civil societies

Networking and complementarity are also key for our partnership approach, which can be seen in the role of the Civil Society Platform for Peacebuilding and State Building (CSPPS). Cordaid has hosted the CSPPS secretariat since 2012. CSPPS is a global network of civil society organisations, practitioners, experts, and academics supporting peacebuilding efforts in fragile and conflict-affected settings. It facilitates knowledge exchange, coordinates lobby and advocacy by its members, and strengthens civil society coalitions through capacity strengthening and technical support. By joining forces, the network amplifies the voice of civil society in the International Dialogue on Peacebuilding and State Building and in consultations around the 2030 Agenda, especially SDG16: Peace, justice, and strong institutions.

CSPPS convened for its annual conference in Berlin, Germany from the 17th to the 18th of May 2022. The meeting was organised at a time of heightened international tensions. In this context, the CSPPS Berlin Statement ‘Safeguarding Peace, Shifting Priorities’ was issued. CSPPS calls upon governments and the international community to invest in conflict prevention and peacebuilding continuously and significantly. Building peace requires long-term driven investments whereby particular attention must be given to supporting local peacebuilders (women, young people, minorities and people living with disabilities) and enabling locally-led and inclusive approaches. You can read the full statement [here](#).

BOX: Working with and through networks

By working in national and international partnerships, we increase our positive impact. Cordaid is part of several networks, among them Caritas Internationalis, CIDSE, ACT Alliance, CONCORD Europe, CPDE (CSO Partnership for Effective Development Cooperation), the DAC-CSO Reference group, GPIN (Global Public Investment Network), RINGO (Reimagining International NGOs), amongst others. We are also an active member of the Dutch Cooperating Aid Organisations (SHO/Giro555) and the Dutch Relief Alliance. We work closely with other international NGOs, like CAFOD and Trocaire, and in the Netherlands with Kerk in Actie, among others. These networks and collaborations enable us to work in fragile contexts and respond to acute crises all over the world.

OUR DONORS

We are grateful for both our institutional and private donors. Their support allows us to fulfil our mission to reduce the fragility and the vulnerability of people where it is most needed and most difficult. In 2022 we received a total of €238.5m, making it possible for Cordaid and our partners worldwide to continue delivering on our mission and goals to support dignified lives for people in fragile and conflict-affected countries and situations.

Mobilising institutional resources

In 2022, we received a total of €186.7 million from our (inter)national institutional donors. We are thankful for the support of the Dutch Ministry of Foreign Affairs and the Embassies of the Kingdom of the Netherlands, the Global Fund, the World Bank, the European Commission, UNICEF, UNDP, UN Women, Canadian Foreign Cooperation, The Foreign Commonwealth & Development Office of the Government of the United Kingdom, KfW Development Bank, GIZ.

The international institutional fundraising year 2022 was characterised by two developments: further changes in the funding landscape (including considerable focus on locally-led development), as well as focus on risk management combined with strengthening internal operations and procedures in response to earlier crises (in 2021), as part of restoring confidence in the power of implementation and the meaningful work of Cordaid and our partners worldwide.

Thanks to ongoing contracts, we started the year 2022 with €137 million in institutional secured funding and ended the year with €186.7 million as income for the year, whilst securing a solid start for 2023 at €151 million. The realisation in 2022 is a decrease of €16 million in institutional donor funding income compared to 2021, a 8.2% decrease.

Diagram: SOURCES OF INCOME (in million)

INSTITUTIONAL FUNDING	PRIVATE INDIVIDUALS	LOTTERY ORGANISATIONS	COMPANIES	OTHER INCOME (A.O. GIRO55)	TOTAL
186.7	23.6	5.9	3.2	19.1	238.5

Diagram: INCOME PER INSTITUTIONAL DONOR TYPE (in million)

GLOBAL FUND	DUTCH GVT	OTHER	UNITED NATIONS BODIES	WORLD BANK	EUROPEAN UNION	UK GVT	GERMAN GVT	TOTAL
79.31	30.26	18.08	20.75	7.71	14.75	9.19	6.66	186.7

In 2022, multilateralism is still a preferred channel for allocation for donor governments. Reparations of allocations and prioritisation for funding social cohesion and peacebuilding in fragile and conflict-affected states and contexts, economic development and investments in civic voice and agency were gradually prioritised. Gender focus, focus on the implementation of triple nexus (humanitarian assistance, development cooperation and peace building), focus on locally-led development as well as the role of digitalisation were held high on the agenda of governmental funders and multilateral institutions. The private sector extended its interest in international cooperation and organisations working on the empowerment of locally-present economic fabric have gained attention in the sector.

In 2022 Cordaid recalibrated and navigated the opportunities and limitations of the developments in the fragile states and contexts we are working in. We maintained focus on the effective implementation of ongoing donor contracts, while scoping the changing and unpredictable market for additional funding for our mission and programmes. We attempt to implement more principles of support for locally-led development, whereby power and money is shifted to partner country organisations. Cordaid is, and will be, playing another role within equitable partnerships going forward.

Engaging with our private donors

Despite a more challenging economic situation for many people in the Netherlands in 2022, we did not experience any decrease in the number of donations, nor the amount of donations. Our donors continued to give generously. In 2022 we welcomed 20,000 new structural donors. The total number of private donors has remained stable at 283,421. The active outflow of recently recruited structural donors decreased by more than 15%, partly due to better monitoring of the quality in the recruitment of new donors, as well as due to a well-received loyalty programme. In 2022, funds were raised through direct mails for the food shortages in the Horn of Africa and for the victims of the earthquake in Afghanistan. In November, RTL Boulevard campaigned for a sustainable and permanent food supply in Bangladesh, including adaptation to climate change. More than 15,000 families now have a daily plate of home-grown food. The year ended with the Cordaid Christmas campaign: 'Give warmth to those who need it so much right now'.

Giro555 campaign for Ukraine

After Russia invaded Ukraine in February 2022, the year was marked by great solidarity in the Netherlands with the victims, surviving relatives, and those left behind and displaced persons in and outside of Ukraine. The 'Samenwerkende Hulp Organisaties' (SHO), a coalition of 11 Dutch NGOs who join forces in fundraising for major disasters, launched a national giro555 campaign, chaired by Cordaid. The action centre was set up at the offices of Cordaid. The proceeds of the campaign for the people of Ukraine grew to € 184.5 million a year later, the second highest result in the 40-year history of giro555. Donations mainly went to humanitarian action packages, food, blankets, stoves, generators, etc. A report on the expenditure after 1 year is available: [Oekraïne, een jaar later - Giro555](#)

Encounters with private donors

In the first months of 2022, COVID-19 was still a leading issue in our daily lives. We were still careful and limited in organising donor meetings, which are normally attended by our very loyal donors. The first meeting, after a long period of silence, was held at Buitenplaats Doornburgh in Maarssen, followed by a second meeting in Haarlem, in the Frans Hals Museum. On Sunday 30th October, donors were invited and gathered in the Kloosterkerk in The Hague for the annual requiem concert for All Souls' Day. A total of 200 donors attended these meetings.

Service desk and customer contact

Cordaid considers it important to be in direct contact with donors and to have open lines for questions, feedback, and complaints. In 2022 we have registered 449 complaints in our database Engage. The complaints reached us via email, telephone, website, and social media. No complaints were received by letter. Compared to 2021 the number of complaints was 286 higher. This was largely due to our door-to-door and street recruitment activities. During the lockdowns in 2021 little recruitment was done. Cordaid puts a lot of effort into monitoring the quality of recruitment. For example, by regularly providing training to all recruiters, by having daily contact with the recruitment agencies, by calling every recruited donor and checking whether the agreements have been recorded correctly. Incoming complaints are immediately forwarded to the agencies and recruiters involved, and action is taken, if necessary, which is monitored by Cordaid.

Dutch Postcode Lottery

In 2022, Cordaid received a whopping €5.85 million from the Dutch Postcode Lottery. Of this, €1.8 million was earmarked for the '(B)eat the Locust' project. We are delighted with the additional support for this special project.

We greatly appreciate the Postcode Lottery encouraging us to bring together the strengths of Cordaid and ICCO's merger in this project. We have been able to count on the annual contribution of the Postcode Lottery since 1996. Since then, we have received a total amount of EUR €104,794,126 including additional contributions. We are allowed to use the fixed annual contribution as freely disposable money, thus ensuring continuity. It enables Cordaid to offer even more opportunities to the people who need support in the most in fragile areas worldwide. By working on good education, better healthcare, food security, increased employment and humanitarian action during the biggest disasters with smart, lasting solutions, they can ultimately help, not only themselves, but also their communities to move forward. Thanks to the lottery players, and together with the Dutch Postcode Lottery, we offer people structural opportunities for a dignified existence.

BOX: (B)eat the locust, thanks to Dutch Postcode Lottery players

With the extra contribution for '(B)eat the Locust', we are working with local organisations on a sustainable solution to locust infestations in East Africa. Instead of fighting locusts with chemicals, they are caught and processed into animal feed. This allows women and young people to generate an alternative source of income. This project will ultimately kill three birds with one stone:

- less damage to people and nature by locusts and their control,
- better incomes for the local population, and
- better food security.

"The Postcode Lottery enables a wide variety of organisations to each contribute in their own way to a green, just and healthy world. It is fantastic that, thanks to our lottery players, we can help Cordaid with this innovative approach to the locust plague: a disaster turned into an opportunity so that locusts no longer threaten food security but contribute to it."

Jonne Arnoldussen, Managing Director Goede Doelen Loterijen

OUR ORGANISATION

Our financial health

The financial year of 2022 was closed with a negative result of €9.1m. The operational result was €5.6m negative, while the financial result was negative €3.5m.

The main contributing factor for the operational loss was the continued operational loss in our project investment portfolio and Country Offices. The result from projects was a loss of €300,000 and from social investments a loss of €8.7m.

The loss in the financial result is mainly due to unrealised losses in the investment portfolio. These two last items are the main factors for the large decrease in the earmarked reserves.

The main positive contribution in the operational result was the successful SHO campaign for Ukraine with €17.8m income, while €10.3m was spent during the year. The remaining €7.5m is shown as a positive result from an accounting perspective and is expected to be fully spent in the next financial year. This amount is also the cause of the large increase in the restricted funds.

The allocation of the 2022 result to the funds and reserves is as follows:

Loans and Guarantees funds	-€8.7m
Restricted funds	€6.5m
Semi-restricted funds	€3.3m
Earmarked reserves	-€10.2m
Continuity reserve	€0.0m
Total	-€9.1m

Income versus previous year

The income of Cordaid increased in 2022 by €2m from €246m to €248m. The increase in income can be explained by various aspects:

- Income from donors for projects (companies, government grants and other non-profit or related organisations) which are implemented decreased by €1.9m. Main contributor to the decrease is a decline in income from government grants of €16.7m. The majority of the decrease is caused by a decline in income from the Dutch government, due to several larger projects from the Dutch government which were ongoing in the previous year. An increase in income is shown for the Samenwerkende Hulp Organisaties (SHO) campaign 'Samen voor Oekraïne' in support of Ukrainian people affected by the ongoing conflict, with a value of €17.8m.
- Private fundraising income has increased by €1.6m, which can be explained by an increase in legacies Cordaid has received from donors compared to 2021.
- Income from Lotteries has increased by €1.8m as there was an additional contribution received from the 'Nationale Postcode Loterij' in 2022 for the Kenya project (B)eat the Locust. The general contribution has remained the same.
- Other income is in line with previous year.

Income versus budget

The income of Cordaid in 2022 was €247m versus a budgeted €215m, which is €32m higher. The main factors for this are:

- Income from government grants was €4m higher than budgeted. This is caused by the three-year project of the Global Fund. An expectation was made of the implementation of the project in 2022, but the real implementation was higher. This is caused because Cordaid has been able to close more contracts with partners than expected.
- Income from other non-profit organisations is €17.5m higher than budgeted. This is solely caused by the successful SHO campaign for Ukraine of €17.8m. Due to the nature of these campaigns, no amount was budgeted for this.
- Other income was not included in the budget and therefore €9.4m higher than budgeted.

Expenses versus previous year

Expenses on objectives increased in 2022 to €240m, of which €187m were financed by the income from government grants and the rest were financed from other income sources, such as income from private fundraising. Similar to previous years, the period in which the project expenses are made can differ from the period the income is received. This difference is included in the funds and reserves in line with accounting principles. These withdrawals were partly planned as they relate to earmarked income received in previous financial periods.

Results from financial assets comprises operating gains and losses on the loans, guarantees and participations program. The negative result on financial assets increased with €7.4m compared to 2021. The main driver of this decrease is a larger addition to the provision for loans and guarantees of €7.8m in 2022. The provision has increased significantly in 2022 due to tough economic market conditions and negative currency exchange results mainly in the portfolio in Myanmar, Sierra Leone and Mali.

Management and Administration expenses and fundraising costs have decreased by 10.8% compared to the previous year.

The large decrease in the financial income and expense is caused by a negative effect of the foreign exchange rates. The fluctuations of the foreign exchange rates caused a loss in 2022, while in 2021 the effect was positive.

Expenses versus budget

Budget spent

[included is a picture with percentages of total budget and expenditure)

The expenses on objectives were €239m, which is €41m higher than budgeted. The main factors for this increase are:

- Expenses on humanitarian aid were €44.7m higher than budgeted. This was driven by the non-budgeted SHO campaign for Ukraine on which €10.3m was spent in 2022. Furthermore, more than expected humanitarian aid projects were implemented in heavily affected countries as Afghanistan and Yemen.
- An amount of €4.9m was spent on projects for Cordaid Investment Management, which was not budgeted.

- Expenses on healthcare were €7m higher than budgeted, which is caused by a faster than expected implementation of the Global Fund project.
- A budget was present for economic empowerment, while no expenses were recorded. This category was used in the past by Stichting ICCO. After the merger, these projects are mainly classified as sustainable livelihoods. When looking at these two categories together, the deviation compared to the budget is fairly limited.
- The management and administration was €3.8m lower than budgeted. This was caused by stopping (or not starting) several internal projects because of cost saving measures.
- The result on financial assets was not budgeted and amounted to €9.2m. The negative result is mainly caused by a larger addition to the provision for loans and guarantees of €7.8m in 2022. The provision has increased significantly in 2022 due to tough economic market conditions and negative currency exchange results mainly in the portfolio in Myanmar, Sierra Leone and Mali.
- The financial income and expense was €3.8m lower than budgeted. This was caused by the negative effect of the exchange rate fluctuations. In the budget only a small amount was budgeted for this, as no clear prediction can be made of this. In the previous year, the effect went the other way.

Relevant events during 2022 and continuity for FY 2023 and further

The annual accounts of 2021 refer to the investigations into alleged irregularities in the DRC and Central African Republic and the implementation of necessary steps to mitigate the risk of further misconduct. Donors of affected projects were provided an overview of the losses incurred due to integrity breaches. These losses are the best estimate based on the outcome of the performed investigations taking into account the circumstances in the DRC, the Central African Republic and the COVID restrictions. In the Financial Statements for 2020 and 2021 provisions were taken for potential losses related to these incidents; no additional losses are recorded in 2022 related to these incidents. Next to the preventive measure taken, in 2022 Cordaid has continued with further investigation on the DRC case and finalised the investigation on Central African Republic case. The Board of Directors decided, based on operational financial analysis, to close the CAR operations after a period of nearly 43 years being operational in the country, collaborating side by side with stakeholders and beneficiaries. The preparations for closure were done in the second half of the year and the handing over of projects was completed at the end of 2022. Administrative closure occurred in the first half of 2023. There were no material closing costs, as the pending contracts and agreements in the country came to a natural end.

The annual accounts of 2021 introduced the potential fraud at a partner organisation in the DRC which triggered further investigations in 2022. These events have brought to light the need to strengthen further our compliance and control processes and to continue investing in integrity and risk awareness. The organization drew lessons learned from the cases and embarked on a trajectory to strengthening the Internal Control Framework, as well as the knowledge on the good use of internal controls across the organisation as a preventative strategy.

Due to the high turnover of staff in the Finance department of the Country Offices and shortage of finance personnel at the Global Office in the Netherlands up to changes in the composition in the Board of Directors, we are facing delays in the publication of our annual accounts. We realise that, due to this delay, we are not fully compliant with accountability standards. We remain fully committed to delivering our mission according to expected standards and we stay committed to resolving the current delay.

Cordaid has proactively informed its main donors and stakeholders in case of non-compliance with contract conditions and filing obligations and has received continued support and extensions to meet

the requirements. For the financial year ending 31 December 2023 delays can also be expected. Although management has maintained a strong relationship with its donors and does not expect any material financial impact, it is not guaranteed that further extensions will be granted and this may lead to further non-compliance, loss of funding or penalties.

In 2021 we developed our strategic compass up to 2030. As part of the phased approach, we embarked, in 2022, on the second phase, a process of reviewing the Business Operating model, named Resilient Cordaid, with the aim of having a healthy and financially-sustainable organisation. This process of review resulted in clear steps and a phased execution plan that will continue in the following years. It is expected that the organisation, upon completion, will be able to deliver our strategic ambitions for the future.

To achieve a healthy and financially-sustainable organisation, Cordaid will focus its programmatic strategy and the core elements further in 2024. Therefore, we are investigating the path to wind down the investment programme managed by CIM BV. This means a repurpose of the Loans & Guarantees (L&G) reserves, including the West Africa Bright Future Fund in 2023. The exit strategy is agreed upon by Board of Directors' decision on March 2023. The exit strategy, including expected external market conditions, are expected to lead to a future result between -/- €4.9m and +€2.5m. It is expected that most of the loans will be repaid in 2025 as the entire unwinding process can be concluded in 2029.

Management has prepared a cashflow analysis for the period 2024-2028. Based on the analysis performed, management is of the opinion that the assumed going concern triggers do not cast reasonable doubt on the entity's ability to continue as a going concern in the foreseeable future. However, management is committed to taking steps to improve the long-term financial sustainability of the organisation and safeguarding the continuity reserve.

The integration of Cordaid and ICCO has continued to strengthen our ability to raise funds. The combined knowledge and expertise has yielded synergies because of the complementary (programmatic) strengths of both organisations. Integration and harmonisation of both organisations continued and is almost completed. The 'Building Towards a Resilient Cordaid' trajectory was a necessary investment to consolidate and strengthen the organisation further towards the future. For 2023 and beyond, our objective is to continue the 'Building Towards a Resilient Cordaid' trajectory, implement our strategy and strengthen our long-term financial health. The organisation made steps in 2022 to increase overhead through dialogues with donors, however it remains challenging to secure sufficient overhead coverage from donors to work in and on fragility. Mitigation of risks in fragile environments leads to higher costs for security and control frameworks. This requires strict monitoring of our operational costs.

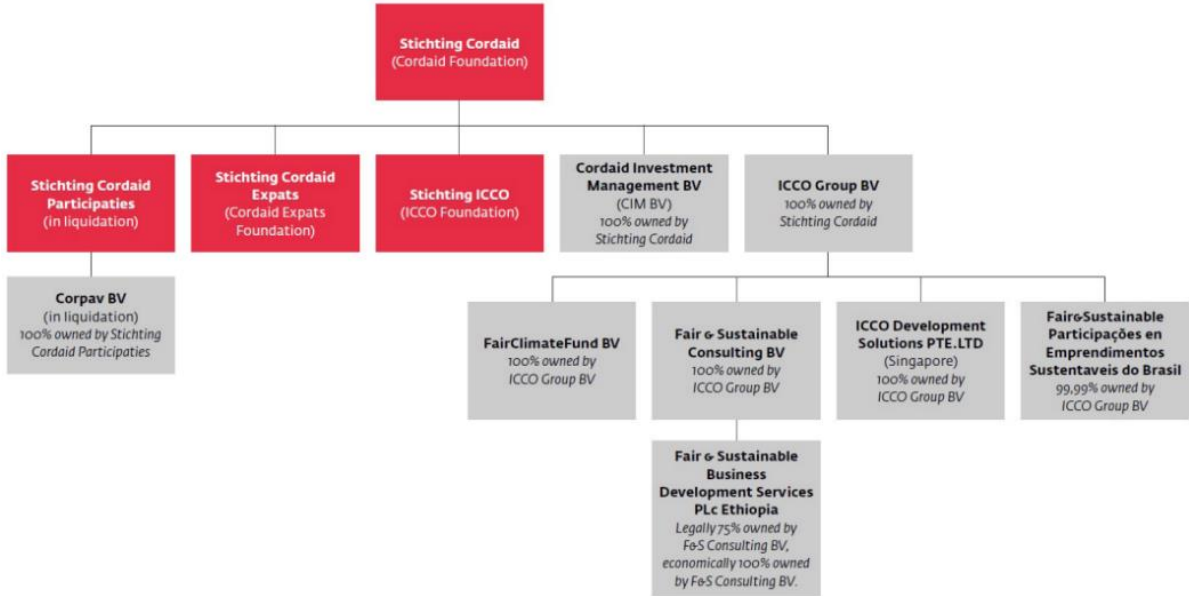
Integration of Cordaid and ICCO

Cordaid and ICCO are both foundations, established under Dutch law, with a two-tier governance structure in which management and supervisory tasks are separated. In 2021, ICCO joined Cordaid via a framework agreement, an assets-liabilities agreement amendment of the ICCO statutes and joint governance regulations. Since 2021, Cordaid and ICCO combined their organisations and agreed to continue the joint organisation with one joint mission, one joint identity and under the name of Cordaid. Since then, ICCO has fallen under Cordaid's governance and control. We consider 2021 and 2022 as a transition period in which ICCO's programmes, in agreement with donors, are transferred to Cordaid or, in some countries will be phased out. We use the ICCO corporate identity in specific programmes as "ICCO, part of Cordaid". Any new funding requests and activities fall under the flag of Cordaid. During this transition period, we formalised the integration between Cordaid and ICCO in countries where both organisations are active. In countries where Cordaid (until the integration) had

no presence, staff will be formally employed by Cordaid as soon as Cordaid’s NGO registration is completed.

Legal structure

The legal structure of Cordaid per 31-12-2022 is:



Accountability and governance

Accountability is a cornerstone of everything we do. As the recipient of public funds and the trust of hundreds of thousands of individuals, Cordaid is accountable to the people we work with, to our donors, and to our partners.

Accountability is assured through good governance. It is ingrained in how we operate and are supervised, how we work with various stakeholders and the way in which the interests of different stakeholders are considered. Cordaid’s Supervisory Board oversees the Board of Directors. As of 1 January 2022, the Board of Directors of both Cordaid and ICCO consisted of Kees Zevenbergen as Chief Executive Officer (CEO), Ylse van der Schoot as Chief Operating Officer (COO) and Lorena Paz Quintero as Chief Financial Officer (CFO). Information on the background and other roles of the members of our Board of Directors is available in the Appendix and on our website. Further information about our governance is available in the Articles of Association and the governance regulations. Cordaid complies with Dutch law for operations in the Netherlands and local law for operations in other countries in which we operate.

Monitoring

Budgets are monitored throughout the year at three distinct levels. Project budgets are managed by the project leaders, supported by a project controller. Budgets for organisational units (such as our Country and Cluster Offices and departments at Global Office) are managed by the country directors and unit managers. Project and organizational, unit-level budgets are discussed versus actuals on a four-monthly basis. On a consolidated level, the budget is monitored by the Board of Directors, supported by the corporate controller. The Supervisory Board is informed about progress every four months. To ensure accountability to the people we support, our donors and other stakeholders, we

have several robust monitoring and evaluation mechanisms in place. This enables us to track and monitor our performance, and to adjust our work, as necessary.

To ensure the quality of our work, we have a quality management system in place, which is based on ISO standards, the CHS (Core Humanitarian Standard) and Partos guidelines, and the CHS and ECHO FPA certifications. In 2022, we received the formal confirmation that the external ISO/Partos audit in September had a positive outcome. As a result, we have maintained our ISO /Partos 9001:2015 certificate for the second year of the three-year certification period. This year the audit took place in Global Office, Country Office Burundi, and Cluster Office West Africa.

Furthermore, we comply with the International Aid Transparency Initiative (IATI). Cordaid and ICCO are certified ('Erkenning') by the CBF (Central Bureau Fundraising) in the Netherlands for which we comply to the standards of the Regulation for Recognition of Charities ('Erkenningsregeling'). We are committed to meeting these standards to enable our organisation to continue to perform efficiently and transparently. The CBF tests whether charities meet strict quality requirements and gives private donors security that their donation is given to an organisation which is checked and approved. The CBF also contributes to a professional and transparent charity sector. The CBF audits us once per 4 years. In between these extensive audits there is an annual self-assessment. The CBF audit in 2022 resulted in a positive decision regarding the continuation of the CBF recognition for Cordaid including ICCO.

Caritas International

As Cordaid we are founding member of Caritas International. To become and remain a member, we must comply with the Caritas Internationalis 'Management Standards' which gives standards and regulations on laws and ethical codes, governance and organisation, finance and accountability, stakeholder involvement and safeguarding. This implies self-assessment once every 4 years followed by an extensive audit by an external assessor. In 2022 we had the external audit. Our results are satisfactory and, in some cases, even exemplary, so also for this assessment we received the green light to continue being a member organisation of the Caritas Internationalis network.

Corporate responsibility

Corporate responsibility is core to our business and manifests through the organisation's conduct of our work. Our core values guide us to limit the negative impacts of our interventions, to do no harm, and to respect human rights. For more details, please see our Corporate Responsibility Policy. Many of the topics from our corporate responsibility policy are covered in this report. These include social topics such as the safety of our staff, the socially responsible way in which we invest, and our governance structure.

Carbon emissions usually represent our largest environmental impact, with air travel accounting for most of our carbon emissions. We stimulate our staff members to use public transport and minimise air travel. In 2022, just like in 2021, due to COVID-19 international travel was restricted. The total CO2 equivalent emissions at Global Office were 1,115 tonnes. As in previous years, we compensated through the project Birds, Bees and Business in Burkina Faso. From 2024, our emissions at Country Offices will be included in the footprint calculations.

Our core values also guide how we invest our financial reserves. More detail on our investment policy is available in the Appendix and in the Investment Policy on our website. In 2022, the return on these investments was a loss of €3.5 million which includes incidental losses and unrealised exchange rate differences.

Risk Management

Cordaid is exposed to external and internal risks, some of them relating particularly to our mission

and presence in fragile states and conflict-affected areas. Our most critical strategic and operational risks are:

- Security-related incidents, extensive social unrest, health and/or natural disasters in the fragile working contexts, impacting our staff and the progress of programmes.
- Ethical risks in relation to operating in a sector and geographical environment that is associated with increased risk of ethical issues, including corruption, fraud and non-compliance with local and international laws and regulations. Where local business practices may differ from those in Western Europe and/or may be disrupted or otherwise not effective because of local circumstances.
- Cancellation or postponement of contracts from major donors.
- Insufficient financial and operational control leading to ineligible costs.
- And, since COVID-19, we account for the impact of pandemics in general on our operations and investments.

To improve our controls, we prepared ourselves to put in place an improved risk assessment and management tool. After approval by the BoD and Supervisory Board, this qualitative risk assessment and management tool was implemented in 2023. In this mapping, risks are categorised according to their nature (external, or as related to strategy, finance, human resource, integrity, and operations/programmatic), and subsequently described in detail, including consequences (likelihood and potential impact), the risk owner, as well as current and future control mechanisms.

On the basis of this qualitative information the organisation has insight into total risks. As we work in risk-prone environments, it is necessary to improve our risk management further. We will continue, as a next step, to weigh up the aforementioned risks and to add an estimation of financial consequences of each total risk. Such a valuation also forms the basis for further detailing our continuity reserve.

The Board has taken note of the aspects and improvements mentioned in the 2022 management letter of the external auditor.

Below is a summary of the report. The summary addresses reasonable measures to prevent and detect fraud, non-compliance and other unethical behavior. As part of Cordaid's continuation of improvement on procedures, the following specific points were indicated in the report:

- Continuous improvements in the Integrity Policy & Procedure Framework and effectiveness of this framework
- Structured documentation of integrity reports
- Improvement of the financial administration in relation to project administration in Country Offices
- Implementation of the strategic process that started in 2021, with specific focus on the following trajectories:
 - Business and operational model review and next steps.
 - New financial framework and consistent implementation throughout all countries.
 - Internal Control framework review and identification/closure of "gaps".
 - Review Internal Audit function/audit plan 2022, including the focus areas for 2022 audits.
 - Culture trajectory with specific focus on cultural aspects of integrity and accountability.
 - Follow up on CAR and DRC, including discussions and settlements with donors.
 - Staffing of the finance function just at the global head office.

- Visible follow-up of findings in our management letter and audit findings report for 2020 audit and other internal and external audit findings (including periodic scheduling in the AC meetings).

Already several improvements were on track while others were to be worked out further, in particular the business model (Towards a Resilient Cordaid) that was approved. In order to continue correcting the situation there are periodical exchanges and consultations between Cordaid Board, management and the external accountant. This also ensures continuity in improving the financial administrative organisation and project organisation. Overall, the auditor noted that Cordaid is on an improvement path with several improvement trajectories in progress. Further work on the roll out of the business model, finance function, control function and internal audit function will continue in the upcoming years. The overall operating effectiveness will remain a work in progress also in 2024.

The organisation formulated an action plan for 2024 to tackle the different findings in a structured and organised manner. This builds on the action plan for the organisation of 2023 and the internal control trajectory (Bolster our Base) that was rolled out from the end of 2022, continued in 2023 and will be strengthened further in 2024 through the Bolster our Base action plan.

Key areas are:

- Updating manuals.
- Organise an effective and complete internal control cycle, checking operational and financial controls.
- Support, including visits to the country's financial departments on a regular basis.
- Reorganise the financial department in DR Congo.
- Improve financial reporting to Board of Directors and Supervisory board.
- Reassess current IT environment to avoid security risks.

All these have been embarked on and will continue in 2024.

In 2022, the identified risks are all managed at Global Office level by the Board of Directors. The Audit Committee and the Supervisory Board provide oversight on risks and risk mitigation measures. A Risk Committee is in place to monitor the compliance with and effectiveness of our Cordaid Risk Management Framework. The committee also reports on the risk assessments, mitigation measures and follow-up to the Board of Directors.

In view of Cordaid's subsidiarity principles, distinct levels are distinguished in our risk identification and mitigation processes:

- Overall organisational and strategic risks are managed by designated committees and/or the corporate controller.
- Risks pertaining to Country and Cluster Offices are managed by the office director and managers.
- Project risks are managed by dedicated project owners and project leaders.
- Risks related to donors and implementing partners are managed by the account manager for the partnership.

Cordaid's Board of Directors defined the risk appetite, which has been approved by the Supervisory Board. The 2022 risk appetite is defined as follows:

RISK CATEGORY	AVERSE	MINIMAL	CAUTIOUS	OPEN	HIGH	DESCRIPTION
Strategy					x	Cordaid's strategic choice is to work in and on fragility. This a high-risk strategy. The strategic choice to accept high risk in our (programmatic) operations implies that we must compensate for that high risk by being more risk averse in our business operations. We also choose to increase localisation, meaning we increasingly work with and through national parties. This also has impact on our operational and financial risks.
Finance		x				Cordaid's funding structure is such that we have limited means to spend on indirect costs, and limited means to cover so-called ineligible costs (most of our funding is restricted or semi-restricted and expenditure needs to comply with strict regulations). Because of this, we cannot bear much financial risk.
Human resource			x			Our value is created by our human capital. Change is the new normal. With fewer people than five years ago, we need agile employees with knowledge, quality, engagement, and motivation. We invest in leadership and staff development and a stimulating organisational culture.
Integrity & Fraud	x					<p>Cordaid operates in a sector and geographical environment that is associated with increased risk of ethical issues, including corruption, fraud and non-compliance with local and international laws and regulations. Cordaid is aware of the inherently higher ethical and compliance risk factors and has put mitigating controls in place including – but not limited to – a code of conduct, zero-tolerance policies, and whistle-blower policies. Although efforts are made to avoid unethical practices and to act in compliance with all relevant local and international laws and regulations, a complete elimination of ethical and compliance risk cannot be fully guaranteed.</p> <p>As of 1 June 2023, the new anti-corruption and anti-fraud officer has been appointed. He made the first fraud risk analysis at the start. There is close cooperation with the Integrity & Safeguarding Officer, the Internal Auditors and the IT manager in the field of cybercrime. The formation of the network of Integrity Focal Points (IFP) has been boosted with 10 new candidates and IFP training material is being created. The IFP will play a role in additional local fraud risk assessments. Furthermore, fraud prevention proposals have been made and these are implemented through HR, including that of the establishment of a blocklist.</p>
Operations				x		To implement our strategy, Cordaid and its partners maintain local offices and implement

					projects in high-risk environments. We accept that (changes in) local circumstances (external risk events and ethical integrity risks) can and will interfere with our ability to implement our projects. We try to limit the consequences as much as possible by being more cautious in business operations, and we maintain dialogues with our donors to create understanding for (the consequences) of the extreme environments in which Cordaid and our partners work.
ICT		x			As Cordaid is dependent on its IT environment, it is important that it is functioning well and is secure (both are aspects of business continuity and cyber security) and that data protection is in order. Cordaid continues to assess and improve the way we use our systems and the protection of data.
Safety and security		x			Safety and security of our staff and partners is of prime importance for Cordaid. As we work in high-risk environments, we cannot exclude all risk in this area. To minimise the risk of working in fragile and volatile contexts, we invest in protocols, staffing and training and we continuously monitor safety and security risks.
Procurement and supply chain		x			Cordaid wants to ensure that we get the greatest value with the means/resources entrusted to us. We have to be effective and efficient in procurement and supply chain management. To realise this, we have invested in protocols, staffing and training.

Data protection

Cordaid handles the data of donors, employees, and other relations with utmost care. Cordaid strives to guarantee an adequate level of data protection, as implemented by current European Data Protection legal frameworks, as determined by the General Data Protection Regulation (GDPR). Cordaid is committed that personal data are processed lawfully, fairly, and in a transparent manner, and that we have organisational and technical measures in place that pay sufficient attention to cyber security.

Use of digital tools

Building on a survey in 2021 to understand the needs and interests in digitalisation, Cordaid is increasingly using digital tools to improve the effectiveness and efficiency of programmes in different thematic areas. Some examples are:

- The Smart Paper Technology (SPT) being used for Results–Based Financing in Uganda, to increase visibility and transparency, and for making prompt and direct payments.
- Urban Voucher Digital Innovation in Zimbabwe to stimulate both the demand and supply of quality peri-natal healthcare.
- Access to Digital Legal Information for Judicial Actors and rural communities in Burundi.
- The farm advisory information services portfolio of the Asia cluster has also grown with the addition of the Mung Bean Advisory mobile app, as part of the Accelerating the Mung Bean Value Chain Project. This mobile app ensured that farmers get the information they need on how to improve their farming practices, even if travel is restricted for both the farmers and the project team, because of the ongoing political crisis.

It is the ambition of Cordaid for digital tools and services to have a bigger role in our programmes, and develop internal capacities, to take advantage of the potential of safe and proper use of inclusive technology, and to deliver improved outcomes.

SUPERVISORY BOARD REPORT

Together with the Board of Directors, the Supervisory Board is responsible for the corporate governance of the Cordaid organisation including its subsidiaries. The role of the Supervisory Board is to sketch a long-term horizon (vision, strategy), high-level monitoring of implementation of plans, and safeguarding the financial health of the organisation. The Board's supervision takes place ex ante and ex post: ex ante, i.e., the plans (organisation's mission, strategy, Annual Plan and Annual Budget) are presented to the Supervisory Board for approval; and in an ex post manner, the Supervisory Board critically appraises the management of the Board of Directors and approves the Annual Report including the Annual Accounts of the previous year. Supervision is therefore ongoing and comprehensive, rather than limited to a few occasions during the year.

Key engagements in 2022

In 2022, the Supervisory Board was composed of first nine, and later eight, members. The Supervisory Board consists of a mixture of former Cordaid and ICCO Supervisory Board members and some new members, and together they encompass diversity in terms of background, knowledge and gender. In February, Albert Knigge resigned for personal reasons. At the end of 2021, Jolanda van Bussel and Wim Oosterom resigned. Their valuable contribution to the Supervisory Board of first ICCO (Wim Oosterom and Albert Knigge) and then Cordaid (Jolanda van Bussel) in the past years was commemorated in 2022. Information on the composition of the current Supervisory Board is available in the Appendix and on our website. During the year, the Supervisory Board met seven times, including at a strategy day; four meetings took place online and three offline. Attendance at the pre-scheduled meetings was 90 percent. The chair of the Supervisory Board and the CEO had calls on at least a monthly basis. Between meetings, there was also significant communication between members of the Supervisory Board and the entire Board of Directors.

New strategy 'Building Towards a Resilient Cordaid'

In 2022, the Supervisory Board discussed the outcome of the 'Building Towards a Resilient Cordaid' process, the related business revenue model, and the operating models of Cordaid in order to make strategic choices in the pursue of fulfilling Cordaid's mission in a sustainable way. In the strategy meeting in April, the Supervisory Board discussed their findings extensively. In the July meeting, the Supervisory Board agreed upon a revised Annual Budget for 2022 which included budget cuts, and which aligned to the 'Towards a Resilient Cordaid' plan. An extra meeting in September was scheduled to approve the Annual Accounts of 2021.

In addition to the management reports, an annual evaluation of the Board of Directors and the self-evaluation of the Supervisory Board were organised. Special attention was given to the integrity cases in the Central African Republic (CAR) and the Democratic Republic Congo (DRC). The Board of Directors provided full information on all issues to the Supervisory Board so that it could fulfil its supervisory responsibilities. Moreover, valuable lessons were drawn about management and financial risks, as well as on how to mitigate and prevent future fraud and misconduct. These insights are being internalised into our organisation at large, as to further improve our work, carried out in the most fragile areas of the world.

Supervisory committees

The Supervisory Board has two permanent committees: the Audit Committee and the Remuneration Committee (see Appendix).

- The Audit Committee reviewed the annual and four-monthly financial and audit statements, internal audit and incident reports (including fraud cases), and performance of the organisation against the agreed Annual Plan and Annual Budget. These were subsequently discussed and

evaluated by the full Supervisory Board. The Audit Committee consists of two board members. In 2022, they met seven times, including five times with the external auditor.

- The Remuneration Committee reviewed the related policy and advised the Supervisory Board on executive compensation, remuneration policy, social plans, expat policies and related topics, including appointments. It consists of two board members, and they met once in 2022.

Executive remuneration

Remuneration of the Board of Directors is in line with the guidelines of the association of Dutch charities ('Goede Doelen Nederland'). Cordaid's executive remuneration policy is evaluated and reviewed periodically by the Supervisory Board. The policy adheres to the Code of Good Governance ('Code Goed Bestuur') of the Cooperating Sector Organisation Philanthropy (SBF) and the regulation on the remuneration of charities by the Central Bureau of Fundraising (CBF). Compensation amounted to €170,162 for the CEO, € 153,359 for the CFO and € 162,030 for the COO. These amounts include gross salary, holiday allowance, social security contributions and pension fund contributions. Members of the Supervisory Board are not remunerated for their contribution to Cordaid, but there is an expense allowance for max. €1,500 per person per year. In 2022, total costs made on behalf of the Supervisory Board amounted €6,000.

"2022 was an important year for Cordaid in which beacons were changed. The international sector in which Cordaid operates is changing rapidly and constantly. The organisation must continue to seek its relevance and reinvent itself while keeping its operations up and running and staying within budget. The Supervisory Board closely followed the development process on 'Towards a Resilient Cordaid' and expressed its confidence that the proposed plans, which contained a substantial reorganisation at the Global Office in The Hague, are necessary for the future of Cordaid's work. In 2022, the plans received approval, also from the Works Council. The implementation has started in 2023 and will be continued in the following years."

Ruth Peetoom, member of the Supervisory Board

OUTLOOK TOWARDS THE FUTURE

At the time of publication, we witness increasing geopolitical tensions, with related uncertainties and risks. The Russian acts of war in Ukraine continue, as well as armed conflicts in Mali, the Democratic Republic of Congo, and Sudan to name a few. Other conflicts are continuing, for instance in Israel's war on Gaza. Meanwhile, 'natural' disasters took their toll, such as the earthquakes in Afghanistan and Morocco, and the flooding in Libya.

In addition to the visible calamities, millions of people in fragile situations face the consequences of high inflation on their costs of living, inadequate healthcare services, and growing climate-related catastrophes. High inequality in the world is persistent and meeting the sustainable development goals (SDGs) is increasingly unlikely.

This conglomeration of crises makes Cordaid's mission of global justice and humanitarian assistance more topical than ever. We strongly believe that our focus on overarching challenges that require a longer-term strategy and approach should not be distracted by the many emergencies that also need addressing in the shorter term. Funds made available to rebuild Ukraine or Turkey should therefore not be subtracted from measures to adapt and mitigate the effects of climate change in, for example, the Sahel region.

In the coming years, Cordaid will increasingly draw attention to the underlying problems that prevent many people from living with dignity. Systems that do not work must be improved to become more accessible and inclusive; this will be done in a locally-led manner, whereby primary stakeholders are in the lead. To this end, Cordaid continues to dedicate itself to the themes for which it has the expertise: healthcare, education, agri-food, as well as justice and peace, whereby significant value is added by cross-cutting issues such as gender transformation, triple nexus, climate justice, and racial justice, diversity & inclusion.

Donors are increasingly funding national organisations directly, and the role of Cordaid is changing from an implementing actor into a supporter and facilitator. Through more equitable partnerships, Cordaid will implement in the coming years less itself, and more with and through national civil society and non-governmental organisations. System strengthening and locally-led development are the pillars of our strategy paper 'Compass for an Equitable Future.'

In connection, Cordaid joined the global Pledge for Change (pledgeforchange2030.org) movement, which represents a mutual commitment towards building a stronger international cooperation ecosystem based on the principles of solidarity, humility, self-determination, and equality. The pledge was effectuated in 2023 in Nairobi. Lilla Watson summarised the heart of the change: "If you have come here to help me you are wasting your time, but if you have come because your liberation is bound up with mine, then let us work together."

Cordaid focuses on conflict-affected parts of the world that are high on the fragility index. Where and if possible, we will support the localisation of our programmes, which is taking place in Myanmar, among others and Latin America. In the latter region, we expect to complete in 2023 the transfer of the Cluster Office in the international NGO Conexión.

Apart from Myanmar and Latin America, we decided for strategic and operational reasons to phase out also our presence and programmes in Central African Republic, Sierra Leone, Liberia, Benin, Nepal, Cambodia, Iraq, and Syria. It is expected that from 1 January 2025 Cordaid will still be active in 14 countries, mainly in Africa.

The long-term financial health of the organisation remains a concern. To address this, we will focus our programmatic strategy further in 2023. As also mentioned at page 44, the Board of Directors decided in March 2023 to repurpose the Loans & Guarantees (L&G) reserves of CIM B.V. The exit strategy, including expected external market developments, is expected to lead to a future result between -€4.9 million and +€2.5 million. By reallocating the released resources to Cordaid's overall reserve, the long-term sustainability of the organisation can be ensured. This repurposing strategy would allow Cordaid to preserve the Cordaid identity and to focus on our core activities. The unwinding and repurposing will be done patiently to safeguard financial value, the development agenda and reputation.

Currently, many operations in the fragile countries in which we are working, are stretched. Therefore, at the same time, we have started bolstering our internal finance and project systems and processes to safeguard the continuity of the organisation ('Building towards a resilient Cordaid trajectory'). A specific example is the data management information dashboard that is fully aligned with Cordaid's financial framework. The dashboard helps to detect in a timely and comprehensive manner, delays, or gaps, and supports us to subsequently adapt our plannings, put in place mitigation measures, direct ongoing and future work better. All with the aim of increasing the effectiveness, cost efficiency of our operations.

We must continue to anticipate the donor landscape and the special challenges of working in and on fragility. It requires also in the coming years an agile attitude from the organisation and its people. A matrix structure to optimise functional and line management across the Global Office and Country Offices will add to the quality of our operations. Retention of qualified staff will be further addressed in 2023. Together and stronger, we are confident that we can continue our pursuit for justice and dignity in the world. We are proud of what we have achieved together with our partners and employees in 2022. We will continue with our mission in 2023 and beyond.

APPENDIX: ABOUT THIS REPORT

Through its annual reports, Cordaid is accountable to its many stakeholders. In line with the previous year’s report, our 2022 Annual Report has been prepared in accordance with the new Universal Standards of the Global Reporting Initiative’s (GRI) standards. The revised Universal Standards are effective as of reporting from 1 January 2023 and have therefore also been applied in Cordaid's 2022 Annual Report. The GRI content index is included as Appendix. This report covers the full calendar year 2022 and is also in accordance with the Dutch Guideline 650 for charitable organisations.

Our reporting consolidates the results of Cordaid, Cordaid Investment Management (CIM) BV, Corpav, ICCO, and the ICCO Group BV including subsidiaries. In July 2021, *Coöperatie ICCO U.A.* merged with Stichting ICCO in Stichting ICCO as receiving entity, with economic effect per 1 January 2021. Therefore, we do not have to separately consolidate Coöperatie ICCO U.A.

The content selected for our 2022 Annual Report is based on the materiality assessment conducted for the 2017 Annual Report. This analysis was based on our 2018-2020 strategy and was expanded to reflect the information needs and expectations of our key stakeholders: the people we support, partners, donors, and our staff around the world. More detailed information about how we engage in a dialogue with each of these stakeholder groups can be found on page 35 of our 2017 Annual Report. We realise that the materiality assessment is outdated and needs to be updated reflecting latest trends and developments and insights from our internal and external stakeholders. Cordaid plans to update the materiality assessment for its 2023 report.

The list of material topics included in this 2022 Annual Report are consistent with those selected for our 2017, 2018, 2019, 2020 and 2021 Annual Reports. This list has been approved by the Board of Directors.

MATERIAL TOPICS RELATED TO HOW WE WORK		
Social	Economic	Environmental
Proportion of senior management hired from the local community	Socially responsible investment	Initiatives to reduce CO ₂ emissions
Occupational health & safety	Funds raised by type of donor	CO ₂ offsetting
Employee training & development	Distribution of funds by thematic area	
Diversity of governance bodies and employees	Partners screened	
Executive remuneration		

MATERIAL TOPICS RELATED TO OUR THEMATIC AREAS OF EXPERTISE						
Humanitarian Aid	Resilience	Private Sector Development	Security & Justice	Health Care	Education	Cordaid Investment Management
Lifesaving basic services provided	Increased access to disaster risk reduction measures and multi stakeholder structures	Strengthened SMEs and micro finance institutions	Strengthened responsiveness and quality of security and justice services	Increased access to quality health services	Increased access to quality education	Growth capital deployed to SMEs and Micro Finance institutions
Assets and basic services rehabilitated	Strengthened and inclusive disaster risk governance and policies to manage disaster risks	Increased employment and financial inclusion	Improved responsiveness of peacebuilding and security processes, governance and policies	Increased access to sexual and reproductive health services	Strengthened education services	Increased employment
Resilience strengthened to future hazards				Strengthened health services		Improved, more responsible financial systems

The material topics outlined on the previous page are included in this report. Wherever possible, we have used GRI indicators. For some topics, we have defined our own indicators. In the GRI Content Index, these Cordaid-specific indicators all start with 'CI' for Cordaid Indicator. The topics and indicators are closely connected to the Cordaid Results Framework, which was finalised in 2017. For further information about the Cordaid Results Framework, please see the strategy paper on our website.

Cordaid's consolidated and individual financial statements are prepared according to the Dutch Generally Accepted Accounting Principles and, more specifically, according to the Dutch Accounting Guidelines 650 for Charitable fundraising organisations.

On the overview page and the opening pages of the thematic chapters, the figures of people reached refer to all the people who have access to the results of our activities. These figures include people who directly and indirectly benefitted from our projects. The total number of people reached with healthcare is an exception: only the people directly supported are included as some of the assistance may potentially benefit the entire population of the region in which they are implemented. As a result of the merger of ICCO and Cordaid, results include the available data, at the moment of writing, from both organisations' databases. Most figures in this report are rounded (downwards).

We encourage openness and transparency both internally and externally. Cordaid publishes data on IATI for almost all its projects. In addition to our annual reports, our website provides continuous updates from the countries in which we operate, as well as information on our projects, goals, financial flows, results and partner organisations. Should you have any questions or feedback regarding our work, this report or our online reporting, please contact us via info@cordaid.org.

SOURCE OF THE FIGURES IN THIS REPORT	
SOURCE	PAGE
Annual Accounts 2020*	Overview of results, our donors, our organisation, supervisory board report
CIM BV's asset management system	Overview of results, Cordaid Investment Management
Cordaid's donor database	Overview of results, our donors
Cordaid's HR administration system	Overview of results, where we work, case pages, our people, our organisation
Cordaid's project administration system (DevResults)	Overview of results, where we work, health care, education, security & justice, resilience, private sector development, humanitarian aid, our partners
Dutch Postcode Lottery website	Our donors

* Figures from the Annual Accounts have been externally assured by EY.

APPENDIX: ABOUT OUR BOARD OF DIRECTORS AND SUPERVISORY BOARD

Board of Directors

KEES ZEVENBERGEN	CEO	Since 2016	<ul style="list-style-type: none"> ▪ Member of the Advisory Board of MDF (Management for Development Foundation) ▪ Member of the Board of Directors of VKMO (Association of Catholic Social Organisations) ▪ Member of the Board of Directors of <i>Goede Doelen Nederland</i> ▪ Member of the Board of Directors Achmea Foundation ▪ Member of the Board of Directors of the National Disaster Fund ▪ Member of the Supervisory Board of the Christian Social Congress ▪ Member of the Supervisory Board of <i>Stichting Beheer Subsidiegelden</i> DRA (Dutch Relief Association)
LORENA PAZ QUINTERO	CFO	Since January 2021	
YLSE VAN DER SCHOOT	COO	Since October 2021	<ul style="list-style-type: none"> ▪ Member of the Supervisory Board of Hivos-Triodos Fund

Supervisory Board

A.J.M. HEERTS	Chair	Mayor of Apeldoorn	<ul style="list-style-type: none"> ▪ Member of the Human Rights Commission (Ministry of Foreign Affairs) ▪ Chairman of the Social Advisory Council of Socires ▪ Committee of Recommendation Foundation Inca Educa Apeldoorn ▪ President of the Labor Affairs Board of VNG ▪ Chairman Employers' Association Cooperating Municipal Organisations ▪ Member of the board of VNG ▪ Member Curatorium SBI Doorn ▪ Treasurer Schuldenlab, an organisation committed to making the Netherlands debt-free ▪ Committee of Recommendation Foundation Present ▪ Honorary member Apeldoorns Christian Men's Choir ▪ Member of the Advisory Board of the Hoge Veluwe National Park Foundation ▪ Administrative connector for the functioning of the mobility teams in the 35 labour market regions
J.F. DE LEEUW	Vice-chair Remuneration committee		<ul style="list-style-type: none"> ▪ Chairman of the Board for the Admission of Plant Protection Products and Biocides (CTGB) ▪ Independent Chairman of the Board of the IZZ Foundation ▪ Member of the Board of the Abraham Kuyper Fund

			<ul style="list-style-type: none"> ▪ Member of the Board of the National Green Fund ▪ Chairman of the Independent Board of the Veal Calf Sector Quality Assurance Foundation (SKV) ▪ Member of the Board of the Dutch Emissions Authority (NEa) ▪ Chairman of COVA, the Netherlands Petroleum Stockpiling Agency
J.J.A. DE BOER	Member	Pastor of the parish Roman Catholic Church of Our Savior in The Hague	<ul style="list-style-type: none"> ▪ Chairman Auxilia-Brasili-Ja Foundation ▪ Chairman Board Roman Catholic Church of Our Savior, The Hague ▪ Member of Anglophone Roman Catholic Parishes in European Capitals ▪ Commissioner for Honorary Members and Reciprocity of N.L. Sociëteit De Witte, The Hague
M. VAN BEEK	Member Remuneration committee	HR Director and board member ING The Netherlands, Belgium & Luxembourg	<ul style="list-style-type: none"> ▪ Member of the Supervisory Board of NPO, Dutch Public Television ▪ Member of the Advisory Board of BASF (digital) ▪ Member of the Advisory Board of JINC ▪ Member of the Advisory Board of the Dutch Association of Personnel Management (NVP) ▪ Member of the Supervisory Board of the Kessler Foundation ▪ Chair of the Supervisory Board of UAF, the foundation for refugee students
M.W.J.A. LANDHEER-REGOUW	Member	Director of Risk Dutch Development Bank (FMO) until 30 Sept. 22 and per Oct. Director Risk at Triodosbank	<ul style="list-style-type: none"> ▪ Member of the Board of Natuurmonumenten
G.R. PEETOOM	Member	Chair of GGZ, national organisation for mental healthcare	<ul style="list-style-type: none"> ▪ Member of the Supervisory Board SBI ▪ Chair of the Supervisory Board ARQ National Psycho Trauma Centre ▪ Chair of the Christian Social Congress
J.N. ALDERS - SHEYA	Member Audit committee (chair)	Fund Manager Triodos Investment Management	<ul style="list-style-type: none"> ▪ Board member Women in Financial Services
D.C. CHENG	Member Audit committee	Financial consultant De Zee Consulting	<ul style="list-style-type: none"> ▪ Member of the Supervisory Board of ARKIN (GGZ) Amsterdam ▪ Member of the Supervisory Board of the ROM Utrecht region ▪ Member of the Supervisory Board of Groene Hart Hospital ▪ Director KHMW (Royal Dutch Society of Sciences) ▪ Member of the Supervisory Board of DICA (Dutch Institute of Clinical Audits) ▪ Member of the Board of Foundation for Natural Leadership (FNL)

APPENDIX: DETAILS ON OUR INVESTMENT POLICY AND 2023 BUDGET

- **Objective:** The management of the assets must focus on maintaining, over several years, the spendable capital, considering inflation over the reference period. This minimum objective should be realized following strict sustainability criteria for the investments involved.
- **Investment horizon:** 5 to 10 years.
- **Risk profile:** Moderate conservative.
- **Distribution of assets in our portfolio:** The table below provides the bandwidths for the weights of the various asset classes in our portfolio under normal circumstances of risk and return.

ASSET ALLOCATION	MINIMUM	STRATEGIC	MAXIMUM
Government Bonds	20%	35%	50%
Corporate Bonds	20%	35%	50%
Shares	10%	25%	40%
Alternatives	0%	5%	25%
Liquid assets	0%	0%	50%

- **Sustainability criteria:** The portfolio should be sustainable, i.e. the investments cannot be related in any way to activities or organisations that harm people or the environment. Investments in funds or companies that have a stake above 5% in the following industries are excluded from the investment portfolio under all circumstances: weapons, alcohol, tobacco, gambling, adult entertainment, fur trade.
- **Portfolio management:** The operational and strategic management of the invested assets is outsourced to professional asset managers. The selection of asset managers is done by a separate selection committee composed of at least three persons of Cordaid, including the CFO. The selection criteria and the final decision on appointment of the asset manager(s) require approval of the Supervisory Board. Evaluation of the selected asset managers is an ongoing process. A formal evaluation by the Board of Directors and the Controller is done at least every three years. The Chief Financial Officer (CFO) and the Controller form the Asset Investment Committee (AIC). The AIC reviews the performance of the portfolio on a quarterly basis based on reports from the asset managers. In case of underperformance, the AIC can decide to a new selection process for (one of) the asset manager(s).

More detail is available in the full investment policy on our website.

BUDGET 2023 IN EUROS	2023	
Income		
Income from private individuals	25,470,000	
Income from companies	801,331	
Benefits of lottery organisations	4,991,000	
Government grants	145,783,500	
Income from related (international) organisations	1,803,000	
Income from other non-profit organisations	53,995,000	
Other income	474,000	
Sum of income		233,317,831

Expenditures		
- Programme costs		
Health care	127,716,632	
Humanitarian assistance	20,113,291	
Security & justice	22,422,796	
Sustainable livelihoods	24,309,896	
Other	6,036,493	
Resilience	807,774	
Education	2,907,395	
Total programme costs	204,636,288	
- Public information and awareness campaigns	6,250,000	
Expenditure on the objectives		210,886,288
Expenditure on fundraising		6,560,000
Corporate budgets		-
Management and administration		15,510,000
Total expenditures		232,956,288
Financial income and expenses		280,000
Balance of income and expenditures		641,543

APPENDIX: GRI CONTENT INDEX

GENERAL DISCLOSURES

GRI STANDARD	INDICATOR	DESCRIPTION	INFORMATION	PAGE
GRI 2: GENERAL DISCLOSURES 2021	THE ORGANISATION AND ITS REPORTING PRACTICES			
	2-1	Organisational details	Stichting Cordaid, The Hague. Trading name: Cordaid Countries of operation	13
	2-2	Entities included in the organisation's sustainability reporting	<ul style="list-style-type: none"> ▪ Stichting Cordaid, The Hague ▪ Stichting Cordaid Expats, The Hague ▪ Stichting Cordaid Participaties, The Hague ▪ Corpav BV, The Hague ▪ Cordaid Investment Management BV, The Hague ▪ Cordaid SA NPC, Cape Town (South Africa) ▪ Stichting ICCO, The Hague ▪ ICCO Group BV, The Hague ▪ Fair Climate Fund BV, Utrecht ▪ Fair & Sustainable Consulting BV, Utrecht ▪ ICCO Development Solutions PTE. LTD., Singapore ▪ Fair & Sustainable Participations, Brazil ▪ Fair & Sustainable Business Development Services Ethiopia, Ethiopia 	44
	2-3	Reporting period, frequency and contact point	2022 Annual Report Contact point: info@cordaid.org	
	2-4	Restatements of information	There were no restatements of information. The comparable figures of the Annual Accounts 2022 have been adjusted	
	2-5	External assurance	The financial data in this report have been externally assured by EY	
	ACTIVITIES AND WORKERS			
	2-6	Activities, value chain, and other business relationships	Our strategy has been recorded in 'Compass for an Equitable Future' in consultation with our partners and donors and implemented in thematic programmes in the countries we work.	3, 4, 9, 13, 39, 41

	2-7	Employees	<ul style="list-style-type: none"> ▪ Cordaid does not track employee information in line with the detailed breakouts suggested for this indicator. ▪ Much of our work is performed in close collaboration with partner organisations and their staff. Data on these staff are excluded from this report ▪ We do not have seasonal variations in our workforce, nor do we outsource significant amounts of work to non-employees outside of the abovementioned partnership 	32
	2-8	Workers who are not employees	<ul style="list-style-type: none"> ▪ Cordaid does not track employee information in line with the detailed breakouts suggested for this indicator. ▪ Much of our work is performed in close collaboration with partner organisations and their staff. Data on these staff are excluded from this report. ▪ We do not have seasonal variations in our workforce, nor do we outsource significant amounts of work to non-employees outside of the abovementioned partnership 	32
GOVERNANCE				
	2-9	Governance structure and composition	Supervisory Board Report, Appendix: About our Board of Directors and Supervisory Board and information available in the Articles of Association and the governance regulations.	44, 50, 56
	2-10	Nomination and selection of the highest governance body	Supervisory Board Report	50
	2-11	Chair of the highest governance body	Appendix: About our Board of Directors and Supervisory Board	56
	2-12	Role of the highest governance body in overseeing the management of impacts	Supervisory Board Report	44, 50
	2-13	Delegation of responsibility for managing impacts	To be added	
	2-14	Role of the highest governance body in sustainability reporting	To be added	
	2-15	Conflicts of interest	To be added	
	2-16	Communication of critical concerns	To be added	
	2-17	Collective knowledge of the highest governance body	To be added	
	2-18	Evaluation of the performance of the highest governance body	To be added	
	2-19	Remuneration policies	Remuneration of the Board of Directors in line with the guidelines of the association of Dutch charities. More info in the Annual Accounts	50
	2-20	Process to determine remuneration	Remuneration of the Board of Directors in line with the guidelines of the association of Dutch charities. More info in the Annual Accounts	50

	2-21	Annual total compensation ratio	Remuneration of the Board of Directors in line with the guidelines of the association of Dutch charities. More info in the Annual Accounts	50
STRATEGIES, POLICIES AND PRACTICES				
	2-22	Statement on sustainable development strategy	To be added	
	2-23	Policy commitments	Precautionary Principle or approach: Our organisation (Risk management) Values, principles, standards, ad norms of behaviour: Our strategy	9, 44
	2-24	Embedding policy commitments	To be added	
	2-25	Processes to remediate negative impacts	References are included in the CEO message, Our Organisation and Outlook towards the future	4, 44, 52
	2-26	Mechanisms for seeking advice and raising concerns	To be added	32, 44
	2-27	Compliance with laws and regulations	Our Organisation	44
	2-28	Membership associations	ACT Alliance, Caritas, CIDSE, Concord, Civil Society Platform for Peacebuilding and Statebuilding, Samenwerkende Hulporganisaties, Dutch Relief Alliance, Partos, UHC2030, UHC2030 Civil Society Engagement Mechanism, Medicus Mundi International, g2-h2, Start	9, 39
STAKEHOLDER ENGAGEMENT				
	2-29	Approach to stakeholder engagement		39, 41
	2-30	Collective bargaining agreements	0%	

MATERIAL DISCLOSURES

GRI STANDARD	INDICATOR	DESCRIPTION	PAGE
GRI 3: Material Topics 2021	3-1	Process to determine material topics	54
	3-2	List of material topics	54
	3-3	Management of material topics: health care, education, sustainable livelihoods, security and justice, humanitarian assistance	15, 19, 21, 25, 29
	THEMATIC TOPICS		
	HEALTH CARE		
	C1HC1	Increased access to quality health services	15
	C1H2	Increased access to sexual and reproductive health services	15
C1H3	Strengthened health services	15	

EDUCATION		
C1HE1	Increased access to quality education	19
C1HE2	Primary teachers with improved teaching skills	19
SECURITY AND JUSTICE		
C1SJ1	Improved responsiveness of peacebuilding and security processes, governance and policies	25
C1SJ2	Strengthened responsiveness and quality of security and justice services	25
SUSTAINABLE LIVELIHOODS		
C1SL1	People with improved food security	21
C1SL2	Women and men participating in markets	21
C1SL3	Farmers applying good agricultural practices	21
HUMANITARIAN ASSISTANCE		
C1HA1	Lifesaving basic services provided	29
C1HA2	People having access to sufficient and safe water for domestic use	29
ORGANISATIONAL TOPICS		
OUR PEOPLE		
GRI 202-2: MARKET PRESENCE (2016)	Proportion of senior management hired from the local community	32
GRI 403: OCCUPATIONAL HEALTH & SAFETY (2018)	Occupational health & safety	32
GRI 404-1: TRAINING AND EDUCATION (2016)	Employee training and development	32
GRI 405-1: DIVERSITY AND EQUAL OPPORTUNITY (2016)	Diversity of governance bodies and employees	32, 56
OUR DONORS		
C1EV1	Amount of funds raised in the year, by donor type	3, 41
C1EV2	Distribution of funds across themes/strategic areas	3, 15, 19, 21, 25, 29, 41, 58
GRI 201-4: ECONOMIC PERFORMANCE (2016)	Financial assistance received from government	41
OUR PARTNERS		
C1PS1	Screening of suppliers and partners	39, 44
CO2 EMISSIONS		
GRI 305-3: EMISSIONS (2016)	Other indirect (Scope 3) GHG emissions	44
GRI 305-3: EMISSIONS (2016)	Reduction of GHG emissions	44